

APPROVED

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of the CEO of JSC Lithuanian
Airports

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Customer Service Standard



Dear colleagues and partners,

We continuously modernize airport infrastructure, implement advanced technological solutions and digital innovations to make travel through our airports as seamless as possible, ensuring every passenger's experience is smooth – from arrival at the airport all the way to boarding the aircraft.

We also never forget that travel comfort is created not only by technology and advanced solutions but by the people working here – our employees and those of our partners. Every interaction with a passenger, even the briefest one, is what makes our airports exceptional.

Passenger expectations are constantly growing and evolving – they expect not only fast and efficient processes but also personalized attention, clarity, and accessibility at every stage of their journey. Therefore, it is important for us to ensure that travel is simple and convenient, encompassing everything from modern infrastructure to the highest level of service.

Our Customer Service Standard is key to making this possible – it represents our commitment to ensuring every passenger feels valued, welcomed, and understood. It also empowers our employees and those of our partners to feel confident, even in the most challenging situations.

We regularly revise it, taking into account insights from our employees and partners, recommendations from ethics experts and market trends. Therefore, I invite you to take a look at the updated version and thank each and every one of you for your contribution to creating an exceptional travel experience!

Together, let's raise passenger joy to the skies!

Chief Executive Officer of Lithuanian Airports
Simonas Bartkus

Structure of the Customer Service Standard

CSS describes the principles of communication with customers, ensuring the implementation of the customer service strategy and brand statement of Vilnius Airport, Kaunas Airport, and Palanga Airport.

This document contains customer service rules and requirements that ensure smooth service provision at all stages of the customer's journey, examples of appropriate employee behaviour, and recommended phrases.

The provisions set out in the general section of the CSS are binding on all employees of the airport and the companies/services operating therein. In the special CSS section, which consists of chapters describing the individual stages of customer service at the airport, employees follow the provisions described, taking into account their area of work and the functions they perform. Some points in the special section of the CSS (e.g., Customer Service in the Business Club, Fast Passenger Check, etc.) apply only to airports that have and provide the services described. During the lifetime of the CSS, once the airport has started providing the services described above, it is necessary to follow the existing CSS description. During the course of work, the CSS may be amended or supplemented, taking into account the strategic needs and activities of the Customers and the Company.

Depending on the service situation, the term “Customers” may include travellers, persons accompanying them, persons meeting them, and other persons operating within the airport territory who use the services provided by airports.

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1. GENERAL PART

1.1. Meet the Customers of Lithuanian Airports

Every day, thousands of passengers from different cultures and with different values arrive at airports. Every customer expects their experience at the airport to be smooth and memorable, so it is extremely important to get to know the customer and understand their expectations and needs. Segmentation helps to understand customers—a process whereby customers in the market are divided into groups (segments) according to one or more characteristics. When segments are identified, a great deal of information is obtained, which can be quite difficult to remember. For this reason, personas are created - partially fictional characters designed to reflect common characteristics from data collected in a customer segment - the ideal customer in that segment, who is easy to identify. Getting to know, recognizing, and attentively serving customers is the key to a smooth and memorable customer experience. The following personas are identified at Lithuanian airports:



Richard Businesson – business professional (CEO or business owner)

His time is money, and his mind is focused on business matters, so he values punctuality, precision, order, and modernity. Richard enjoys traveling, spending time in nature or at his country house, as well as attending cultural events such as movies, theatre, museums, or concerts. He flies quite often, 3-5 times a year, on short business trips. He searches for flight information on the airport's website, carefully follows the timetable, and subscribes to newsletters. He arrives at the airport about 2 hours before the flight, often chooses VIP areas, and appreciates the quick aviation security check. Sometimes he encounters queues when checking in his luggage, which causes inconvenience. Waiting in queues is one of the biggest causes of dissatisfaction, because Richard values his time and expects queues to be managed efficiently. The most stressful things for him are delayed flights and the lack of information in the event of delays, as this disrupts meetings. He is also annoyed by intoxicated passengers and hopes that the airport will control alcohol consumption. Richard pays attention to the appearance of employees, but it is also important to him that employees direct passengers properly and pay more attention to his needs. As a business professional, Richard values quality service and expects airport personnel to be able to quickly and efficiently resolve any issues that arise. Such personas make up about 9% of passengers at our airports.



Ben Jobson – specialist going on business trips

It is important to Ben that everything goes according to schedule. He rarely goes on short business trips, only 1-2 times a year, so he feels stressed about getting everything done on time and not

disappointing his colleagues and managers. Therefore, he wants to hear information about any disruptions at the airport clearly and in a timely manner. He usually looks for flight information on airline websites, sometimes visiting the airport website to check flight times. He arrives at the airport two hours before his flight, usually choosing public transport, his own car, or sometimes a taxi or Bolt. Ben usually flies without luggage because he doesn't want to wait in long queues. He checks in online because it's convenient, but finds security checks complicated. He also uses the fast-track security service when he needs to get through airport procedures more quickly. While waiting for his flight, he looks for a quiet, comfortable place to work with a cup of coffee and appreciates the sustainability solutions he sees—green areas, water stations, etc. As a responsible employee, Ben is annoyed by inaccuracies in service, and he expects good communication skills from employees both when interacting and when providing information through audio systems. He understands that some delays are caused by intoxicated passengers, so he hopes that this problem will be addressed more decisively in the future. In his free time, he enjoys traveling, spending time in nature or at his country house, playing sports, and engaging in active pursuits. These customers expect more passive service from airport personnel, as they plan to take care of remaining business matters at the airport, but at the same time they expect high-quality, accurate communication. These personas make up about 20% of passengers at our airports, i.e., every fifth passenger.



Sky Summers - vacationer

Sky has holidays on her mind, and the airport is the start of her vacation. She flies on vacation quite rarely, 1-2 times a year. She usually chooses to travel with packages organized by travel agencies, so she looks for information on airline websites and rarely contacts the airport. She does not follow social networks or subscribe to newsletters. She arrives at the airport earlier than others, 2-3 hours before the flight. She usually chooses a shuttle or taxi service, sometimes her family brings her to the airport. Sky has a positive opinion about the check-in process, as she has no complaints about the information or service, but she does notice long queues at check-in. Security checks cause more stress because not only does she have to wait in queues, but she also has to go through a complicated procedure, which is not at all vacation-like. Sky gets the impression that there is a lot of waiting at the airport – at check-in, security, at the gate, and during boarding and take-off. This is not a pleasant experience, especially when the airport is associated with the start of a vacation. Therefore, Sky expects airport personnel to be courteous and competent, providing high-quality service. She enjoys sitting in a café before her flight to relax from the exhausting wait, so she expects to find comfortable waiting areas and personnel who are in a good mood, just like her. Delays are particularly disruptive to vacation plans, so in such cases she expects clear information to be provided in a timely manner and for her comfort to be taken care of. Sky enjoys traveling, visiting cafes, restaurants, and cultural events such as movies, theatre, museums, or concerts. Vacationers make up 37% of our airport passengers.



Lena and Sean Familtons – passengers with children

Lena and Sean explore the world with their children. For them, traveling is like creating a new family history, which they plan in detail 1-2 times a year in advance. Despite detailed planning, the pace is

often dictated by the little ones, who require a lot of things to be taken along when traveling. When planning their trip, Lena and Sean often use Flightradar24 and airline apps, but sometimes they also visit the airport website or follow social media, looking for useful information that will help keep the children entertained. They do not subscribe to newsletters because they dislike advertising content. They also dislike it when information in different systems does not match, because it wastes time and requires verification. The family arrives at the airport two hours before their flight, taking into account queues, luggage, and the children's needs. They choose to travel by car, taxi, or are driven to the airport by relatives. When traveling with children, comfort is a priority, so whenever possible, they choose to travel without checked baggage and purchase priority services so that they can carry two pieces of hand luggage with them. They usually leave the baby stroller at check-in and emphasize that this process is quick. Security checks are one of the biggest challenges for Lena and Sean. The large amount of luggage and the need to remember to remove liquids and electronics often causes stress. Stress is a constant companion when traveling with children, so it is important that employees are helpful and willing to assist, understand the specific needs of those traveling with young children (boredom is a major enemy, and belongings are constant companions), and do not rush them at any stage of the journey. Sustainability is also important to them, as they care about their children's future. The family enjoys traveling, attending cultural events, spending time in nature or at their country house, and listening to music. These passengers make up 9% of all passengers traveling through Lithuanian airports.



Diana Byebrook – emigrant

Diana is returning home after an intense visit to relatives and friends, so she expects pleasant and polite service at the airport and wants to avoid stress. Since she lives abroad, Diana is not used to using Lithuanian platforms and websites, so she chooses Flightradar and Skyscanner apps or follows flight information received via SMS messages. Diana keeps most of her belongings abroad, so when traveling to/from Lithuania, she usually does not have any checked baggage and does not bother with checking it in, traveling only with hand luggage. She checks-in for her flights using the airline's app. Diana's stress level is quite high when it comes to aviation security checks, as she often worries whether she has packed everything correctly, so she hopes to receive instructions from the personnel. While waiting for her flight, Diana likes to stop by a shop or café, where she makes impulsive purchases, looks for sales, and finds activities for her children. She dislikes waiting during boarding and walking across the field to the plane. Diana values time spent in nature and enjoys spending time at her country house, as well as an active lifestyle and cultural events such as cinema, theatre, museums, and concerts. Emigrants make up about 20% of our airport passengers.

1.2. My appearance

- **I wear appropriate clothing** - a full set of uniform as prescribed in the company's procedures or, if the company I work for does not have an approved uniform, mutually agreed, semi-formal business-style clothing and footwear: a plain or plain-patterned shirt, a blouse, a polo shirt with or without illustrations of the company represented, a jacket or classic sweater, matching trousers or skirt, a classic semi-business dress, body-coloured or black tights while wearing a skirt or dress (if it is very hot, it is possible to work without tights).

- **Clothes and footwear are clean and tidy** – not wrinkled, torn, faded, with all buttons undone, no visible stains, shirts tucked in. It is important that footwear matches the outfit and is clean and well maintained.
- **I always wear/carry my permit/name badge at all times when I'm working** - so that it's clearly visible.
- **I ensure good personal hygiene** - my hair is clean and neatly combed. Long hair must be arranged in such a way that it does not cause inconvenience to the functions performed and does not conflict with hygiene and other norms. Fingernails - clean, neat, with nail polish that is not chipped, short or medium length so as not to interfere with the proper performance of the job. I choose daytime make-up and minimalist accessories.

Recommended: apply moderate perfume, cover tattoos, avoid bright, eye-catching colours and elaborate nail art, avoid casual clothes (e.g. jeans). When wearing a uniform with company logos, closed, classic footwear is recommended, but casual shoes or sandals are also possible.

Prohibited: tracksuits, tracksuit-type clothing, shiny, see-through, brightly coloured, brightly patterned, netted clothing and socks, tight mini-skirts, shorts, leggings, blouses with shoulder straps and/or low necklines, flip-flops, embossed slippers, brightly coloured, shiny and speckled casual footwear, sports jackets, high-waisted jeans, bright make-up, large jewellery, bare shoulders, waist, smell of smoke, sweat. Large logos, slogans on clothes, political discord or other offensive messages.

1.3. My workplace

- **I have all the necessary tools at my workplace.** I make sure that the equipment and software in the workplace are in good working order. I check that all equipment is working properly before meeting customers or starting work. I record and follow up any glitches, faults, discrepancies and apologise to customers for any inconvenience caused and make sure to inform them how long the system will be down or what alternative solutions are available. If it is not possible to provide live information, an information board is left.
- **I keep the workplace clean and tidy** – I ensure that the premises are regularly cleaned when there are no Customers/ off-peak times, but I also keep it tidy and clean during flights. I also make sure that items are put away in their designated places, that there are no non-work-related items, and that there is only a container for water. If I see clutter or litter around my work area, I clean it up. If necessary, I will seek help from the personnel of the company providing cleaning services at the airport, whose contact details are given in the Passenger Terminal User Rules.
- **I ensure that customers receive all relevant and high-quality information** - I prominently display all relevant, easy-to-read, printed information in at least two languages (Lithuanian and English) and visually neat information that is framed, laminated. It may be displayed on special information boards, stickers or information stands adapted for this purpose, depending on the service provided (information on passenger rights, prohibited articles, payment conditions, menus, etc.).
- **I take care of the retail space** - I keep it replenished so that it's not empty. I don't leave more than half of the shelves or other retail space unfilled. If there is a shortage of goods, I arrange existing goods to cover as much of the sales area as possible, and if I must, I put information that

the goods are not currently available. If I use trolleys, boxes or other means at work, after unloading the goods, I will immediately return them to their designated areas/dispose of them as a sign of respect for the other partners working at the airport.

- **I am well oriented at the airport** - I can direct customers to the object of their interest, such as the nearest toilet, information phone (in Vilnius and Kaunas), ATMs, gates, departures, etc. I know and can give you the Customer Service Centre phone number +370 612 44442.

Prohibited: leaving inoperative equipment, facilities without information (verbal or written), prices of goods without the goods themselves, goods without a price, empty trolleys for transporting goods in places other than those designated for them, packaging of goods in the public areas of the airport, taping information notices on glass partitions and walls, using faded, outdated (invalid) or torn advertising material, possession and use of personal and non-Customer service related items (e.g. , use of a telephone for personal use, possession of coffee cups, cigarettes, boxes of goods, non-functioning work equipment). Display handwritten information in a place visible to Customers. Keeping goods in poor condition, e.g. damaged, torn packaging.

1.4. My working hours

- **I arrive at work a little earlier** than I start so that I can prepare properly - changing clothes, setting up my work area, checking my working tools.
- **If I work fixed hours** that are unaffected by changes in flight schedules, I display the exact hours of operation in a place that is easily visible to Customers and I work according to them.
- **If I leave my place of work during working hours and am temporarily absent from the service**, I will leave an airport-issued clock with the exact estimated time of return in a place clearly visible to Customers. I shall inform the airport staff if a new watch is required.

Prohibited: use of handwritten notes with telephone numbers, leaving the workplace without leaving an airport-issued watch.

1.5. Transportation of Customers by vehicle

If customers are transported by vehicle, arrangements are made to ensure that the vehicle is:

- **exterior:** clean, tidy and clearly, properly labelled, with no damage likely to endanger customers.
- **interior:** doors in working order, lighting, if there is air conditioning, I try to maintain the optimum temperature according to the season, freshness of the air, ensure that there is no rubbish inside the cabin, seats for customers are clean (no visible stains) and not torn, properly secured, handrails are tidy, safe and clean, there is no damage that could endanger the customers.
- **I drive in accordance with the rules of the road**, aerodrome rules and driving culture.
- the means of transport for transporting customers to the aircraft is selected based on the number of customers on the flight and in accordance with applicable international and local regulations.

Prohibited: braking suddenly, boarding more customers than the legal limit.

1.6. Basic Principles of Communication with Customers

I am familiar with the customer segments and personalities of our airports, so attentive, positive, proactive, courteous and sincere communication makes the journey easier, clearer and more enjoyable.

Mindfulness - noticing, listening, reacting:

- I notice the needs or inconveniences of Customers without waiting for them to ask for help.
- I'm addressing customers who are distracted, travelling with children or using self-service machines.
- I greet the Customers who I recognise personally "*Nice to see you again.*"
- I am attentive to Customers with individual needs - I follow the guidelines (Annex 1).
- I observe the emotions of the Customer and adjust the tone, pace and volume of information according to them.
- I listen attentively, ask clarifying questions and do not interrupt.

Positivity - I communicate with a smile and kindness:

- I speak clearly, correctly and with kindness.
- Where possible, I communicate in the language spoken by the Customer, or we agree on a language or method that is mutually understandable - I use translation tools, gestures or other solutions to help me.
- I use polite, positive language: "*Please*", "*Thank you*".
- Even with very talkative Customers, I maintain patience and warm communication, but explain that I have to get on with the job.

Initiative - I act first, without waiting for instructions:

- I always try to be the first to say hello - a word, a smile or a nod.
- I provide proactive support - offering to help a Customer as soon as I see a need.
- If the Customer is lost and I have the opportunity, I will escort them to the right place.
- If I don't know how to answer, I can direct people to the information centre/colleague responsible or to the Airports Information Line +370 612 44442.
- If I'm busy, I inform the Customer that I'll pay attention to them as soon as I'm finished.

A genuine desire to help - I want my Customers to feel confident and calm:

- I try to make sure that the Customer always has the information to make a decision: "*The following restrictions apply to the ticket...*", "*This dish will take 15 minutes to prepare. Will you wait?*".
- If the service takes a while - I explain how long it will take, apologise and thank them for their patience.
- At the end of the service, I wish them a good journey and thank them for their interaction.

Prohibited: the use of potentially ambiguous, derogatory or accusatory statements, discussing other Customers, making offensive or ambiguous comments about the Customer's age, race, gender, religion, disability, nationality, etc. (e.g. "Flying at your age..."), the use of professional jargon or complex terms or abbreviations or diminutives that are not understandable to the Customer. To be guided by the preconceived notion: "Everyone here says that...". Demonstrate fatigue, e.g. fidgeting, lying in a chair, etc., chewing gum, keeping your hands in your pocket. Ignoring the Customer - when the Customer arrives, continue browsing on the phone, talking to colleagues. Smoking in public

places is prohibited (only in designated smoking areas, if available, in personnel smoking rooms), keeping cigarettes and lighter in uniform pockets or on the table and other places visible to Customers, using a mobile phone for personal use while serving Customers, and eating, drinking coffee/tea and chewing gum while performing work functions.

1.7. Communicating with colleagues and representatives of other companies in front of Customers

- **Greeting my colleagues** as I pass them at the airport creates a good microclimate and a friendly atmosphere.
- **I'm helpful** – if a colleague or someone from another company asks for help, I'll help immediately or give a clear time frame: *“I'll be there in 10 minutes to pick up the non-standard luggage.”* I always say thank you for the help you have given me.
- **In public, I communicate in a businesslike manner**, only on work matters: *“We have registered all the passengers on the list”, “Could you please come and see...”*.
- **I manage disagreements in a disciplined way** – avoiding accusations or emotional expressions in front of Customers. I look for solutions in a constructive way, and clarify disagreements later.
- **I use radios responsibly** - I know that the Customers around me, even if I can't see them, can hear my conversation over the radio. I keep a positive or neutral tone, even if the situation is difficult.
- **Only authorised personnel may comment** on public portals or forums (e.g. Delfi, 15min, Facebook) on behalf of the airport.

Prohibited: discussing in front of Customers the behaviour of other Customers or personnel, personal issues, discussing your own and other companies' policies, aircraft condition, etc., using obscene language, and making comments or expressing opinions on behalf of the airports in articles on internet portals (exception for public relations personnel).

1.8. Audible Customer Information

- **Reading messages clearly** - I try to make the information sound clear and natural: I speak the words over the loudspeaker clearly and in a relaxed manner, without abbreviating them.
- **Correct language** - I communicate information in correct Lithuanian and English.
- **Appropriate tone and pace** - I pause between each part of the presentation, with a neutral tone of voice.

Recommended: have the texts ready to be published via the audio system.

Prohibited: speaking or reading messages in a hurry, laughing, taking long pauses between words, shouting.

1.9. Communication by telephone

- **I say hello, introduce myself and invite people to speak.** I introduce myself by mentioning the name of the company or department/division and my name: *“Vilnius Aviation Security Division*

Name. I am listening to you.” If the Customer asks, I also state the position. If I work in a call centre, I use a shorter, formal, polite greeting: *“Hello, my name is Namel. How can I help you?”* The caller will already be informed of where the call is by an automated voice message.

- **I listen carefully to the interviewer and**, if necessary, clarify the situation by asking targeted, additional and clarifying questions. I note or take notes of the information and facts provided by the Customer that are necessary in the course of the service.
- **I provide accurate, clear and complete information.** I ensure that the information provided is correct. I do not leave unanswered questions.
- **If I am unable to help** the Customer with a matter of concern, I will provide the name and contact details of the company, department and opening hours during the call: *“This question will be answered in detail by Customs staff. You can call them on..., open from...”* To avoid the possibility of a mistake, if possible (e.g. for Lithuanian mobile numbers), I offer to send an SMS with the contact information.
- **If I do not know who can provide the relevant information**, I will register the Customer’s request for a later response and inform the Customer that he/she will be contacted within 1 working day to resolve the matter. At the same time, I check the Customer’s contact details - telephone number, email address, name.
- **If a Customer is dissatisfied with the airport**, listen to them and show understanding. If I am unable to resolve the Customer's dissatisfaction, I register the complaint.
- **If I need to consult with my colleagues**, I can briefly disconnect (mute mode), but first I apologize to the Customer and ask for their permission: *“Can you wait a moment while I check the information?”* When continuing the conversation, I always thank the Customer for their patience: *“Thank you for waiting.”*
- **When I call**, I introduce myself and ask if I am speaking to the right person, mention the purpose of my call, and ask if they are available to talk at that moment. If they are not available, I arrange a time to call back and do so at the agreed time.
- **I thank for the conversation** - before thanking the Customer for the conversation, I ask if they have any further questions and say goodbye: *“Thank you for calling, have a nice day/evening! All the best.”*

Prohibited: addressing the Customer informally, interrupting the person without listening to their needs, leaving the person speaking in silence without warning, using interjections, exclamations, diminutive words, e.g., *aha, yeah, well*, by adding suffixes like *-y, -ie, -ette*, or prefixes like *mini-*, etc., shouting, accusing, or speaking in a raised voice, thus showing your irritation to the Customer.

1.10. Communication through electronic means

- **Publicly available information** - information provided on websites or in road finding or other systems is comprehensive, accurate, structured, written in easily understandable language, and updated promptly.
- **Updating information** - in order to provide new information, I prepare texts in Lithuanian and English, use high-quality illustrations and photos, and send the information to the Communications Department, indicating where the information will be posted.

- **I report problems** - if I notice an error or discrepancy, I inform the Communications Department (media@ltou.lt). If I notice a malfunction of the website or route finding system, I report it by email to ITpagalba@ltou.lt.
- **Emails according to style guide or rules** - when communicating with Customers in writing, I maintain a respectful tone, write in the first person (“I”), and follow templates/rules.
- **Response within 24 hours** - I respond to Customer emails within one day (24 hours). If I do not have the necessary information within that time, I write to the Customer and inform them that we have received their question and will let them know when they will receive a response. If necessary, I forward the email and inform the Customer about this.
- I maintain the structure of the letter:

Subject: I indicate the subject of the email (Regarding delayed luggage) and reply to all email senders.

Greetings and address: *“Good day, First Name Last Name”*

Identifying the aim: “I am writing in response to your letter..”, “I would like to inform you...”

Providing information: I express my thoughts fluently, avoid long sentences, explain separate issues in separate paragraphs, use Lithuanian spelling when writing in Lithuanian, do not make grammatical or stylistic mistakes, and use active links. If files are attached, their names are specified and all attachments mentioned in the email are included. When replying to the Customer’s email, I thank them for their comments and the documents sent. I do not thank them for the questions they have asked. I do not forward internal company correspondence. If I use a template, I check to make sure there are no differences in font or text size, examples, etc., and if there are, I correct them.

Listing the actions I expect from the reader of the letter: I clearly state what action I expect from the Customer: *“Please confirm whether the delivery time for your luggage is acceptable.”* When sending important documents, I include a confidentiality notice.

Closing phrase and saying goodbye: *“We hope that the information provided will be useful. Have a nice day / Best regards.”*

Signature and contact details: written in accordance with the valid style guide and procedures approved by the company.

Prohibited: Write words in capital letters, underline them, address the Customer using diminutive words and flirt, ignore the Customer’s letter, not responding for more than one day. Write with mistakes, answer only some of the Customer's questions or provide incorrect information.

1.11. Resolution of conflict situations

Regardless of the cause of dissatisfaction, when expressing it, the Customer expects:

- assistance in resolving the problem;
- be listened to and understood.

In a conflict situation, I adhere to the following rules:

1. I let the Customer “blow	Conflicts cause negative emotions for Customers, and it is very important to allow them to express their opinion about the situation without
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<p>off steam” – I listen to them without interrupting</p>	<p>interrupting them. I show attention to the Customer and their situation through calm behavior and words (“Yes...”, “I understand that...”). If possible, I invite them to talk in a more secluded place. If I cannot give them my full attention right away, I inform the Customer and let them know when I will be back or who will resolve their problem and when.</p>
<p>2. I clarify the reason for dissatisfaction</p>	<p>Before deciding, I clarify in detail what exactly is causing the Customer’s dissatisfaction—I ask questions and clarify so that I clearly understand the situation: “<i>So you are concerned about whether you will be able to collect and check-in your luggage at the next airport?</i>” “<i>Am I correct in understanding that you are dissatisfied with the quality of the food?</i>” “<i>Please clarify when you changed the flight date for this ticket.</i>”</p>
<p>3. I show that I understand the Customer</p>	<p>Before offering solutions, I express understanding for the Customer’s situation: “<i>I understand your disappointment,</i>” “<i>This is an unpleasant situation that is preventing you from starting your vacation.</i>” This shows that I am listening to the Customer and want to help, becoming their ally, ready to resolve the situation together.</p>
<p>4. I apologize if the situation requires it</p>	<p>When the situation is our fault, I apologize clearly and concisely, without excuses: “<i>I apologize for the mistake.</i>” If it is beyond our control, I express regret: “<i>I regret that this has caused you inconvenience.</i>”</p>
<p>5. I propose a solution to the situation or invite the Customer to look for one together</p>	<p>I explain what we can do: “<i>We currently offer...</i>”, “<i>One option is...</i>”. I emphasize the benefits for the Customer: “<i>By checking in this baggage now, you will avoid additional checks and requirements to check-in your baggage at boarding.</i>”</p> <p>If the request is impossible (e.g., aviation security requirements), I explain why it cannot be fulfilled. When there are possible alternatives to the Customer's desired solution, I do not refuse outright – I emphasize what we can offer: “<i>We cannot..., but we can...</i>”</p> <p>If a decision from another department or employee is required, I clearly indicate where to go: “<i>This issue is handled by the Customs Department. Please wait here, and I will call the responsible employee.</i>” I inform my colleague about the Customer’s situation so that they do not have to repeat everything again.</p> <p>If the decision takes time, I set a deadline: “<i>I will get back to you in 10 minutes.</i>” In complex situations, I call in my manager.</p> <p>If I cannot resolve the situation here and now, I suggest filling out the complaint form “<i>Write to us,</i>” which can be found on the website of each airport. I suggest this only after listening to the Customer and showing that their opinion is important: “<i>What you are saying is important, but this issue requires more time and consideration to resolve. It would be helpful if you could submit your complaint in writing. You can find a special form for this purpose... / Our airport's email address is...</i>”.</p>

6. I end the conversation on a positive note	I express my satisfaction with the solution found: <i>“I am glad that we have found an acceptable solution!”</i> I thank the Customer: <i>“Thank you for your patience,” “Thank you for reporting the error,”</i> and politely say goodbye.
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When the Customer is hostile or aggressive:

- I don’t let myself be provoked – I avoid harsh words, gestures, eye contact, physical contact, anything that could escalate the situation.
- I do not respond to emotional comments, I remain calm – I speak slowly, I do not shout, I use short sentences, I do not criticize, I do not lecture, I do not threaten.
- I call the aviation security officer (using the panic button or by calling).
- If a Customer poses a threat to other Customers or employees, I will inform them to move away.
- When aviation security personnel arrive, I allow them to manage the situation. I provide information objectively when asked to give evidence.

When a Customer asks to see your ID:

- I introduce myself by stating my name and the company I represent.
- I inform the Customer that when submitting their question, they can specify the exact time, place, flight number, or other necessary information, all of which allows the employee to be identified without violating personal data protection requirements.
- Taking photos or filming the ID card is prohibited in accordance with airport security policy and the information provided therein.

When a Customer invites me to join them for refreshments, I politely decline: *“Thank you, no. I am working and have other tasks to attend to,” “Thank you, but I need to go and check...”* and I try to end the conversation or steer the conversation toward business matters.

Constructive expression of requests and requirements when actions are incompatible with aviation security or the requirements of individual airlines. When expressing requests or requirements, two things are important:

- proper identification of desired actions and consequences;
- self-confidence and assertiveness in saying so.

I express my request or demand in the following three stages:

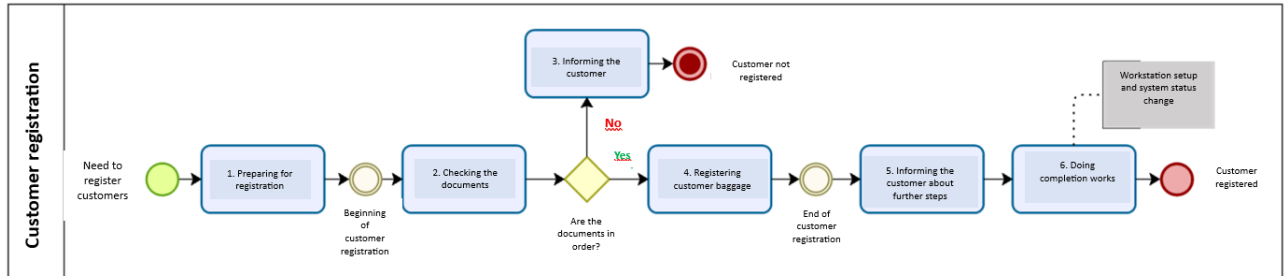
1. I state precisely what I am talking about: *“This suitcase exceeds the permitted hand luggage weight by 5 kilograms,” “Smoking is only permitted in designated areas at the airport.”*
2. I specify exactly what actions I am demanding and on what basis: *“Please put out your cigarette immediately. The platform rules prohibit smoking.”*
3. If the Customer still fails to take action, I inform them of the consequences of their behaviour (initially positive, but if the Customer has to be urged several times, then negative

consequences): *“If you do not register this baggage now, you will not be allowed to carry it on the aircraft.”*

2. SPECIAL PART

2.1. Customer registration

Process diagram



Detailing of process actions

1. Preparing for registration

I arrive at the check-in desks or baggage conveyor belt early so that I can complete all the necessary preparations and start check-in at the exact scheduled time.

I prepare all the necessary equipment for proper Customer service (baggage tagging equipment, labels, information stands, baggage frames, etc.). If I have information about customers with special needs in advance, I prepare the necessary documents and labels before starting registration and allocate suitable seats on the aircraft for customers with special needs.

I turn on the systems required for customer check-in on the work computers and turn on the monitors above the check-in desks before starting the check-in process. I check that the information on the airport flight screens is correct. If I notice an error, I contact the airport shift manager or the employee responsible for operations at the terminal.

I invite Customers waiting in line to come closer to the registration desk.

2. I check the documents

I invite the Customer standing closest in line by saying, “*Please come forward,*” or I indicate with a glance that they should come forward. When I see that I will have to serve a Customer sitting in a special wheelchair, I stand up and approach the passenger myself and communicate directly.

I greet the Customer and ask them to present the necessary documents: “*Good afternoon. Please present your identity document.*” I carefully check the Customer’s documents and flight details.

If problems arise when registering a Customer, I inform them in detail and help them resolve the situation as best I can.

3. Informing the Customer

I always inform the Customer about any discrepancies in their personal or other documents: incorrect document type, short validity period, etc. If possible, I explain why the documents are unsuitable.

4. Checking-in Customer’s baggage

I always ask if the customer has any checked baggage: “*Do you have any checked baggage?*”

I ask the Customer to place their checked baggage on the scales. While the baggage is being weighed, I ask the mandatory security questions. I ask the Customer if they have any prohibited items in their hand luggage (e.g., sharp metal objects, liquids, etc.).

If the airline charges a fee for checked baggage and the Customer has not purchased checked baggage, I inform them of the need to do so before completing check-in and provide information about payment and further steps: *“Checked baggage is subject to a fee when flying with this airline. You can pay for the service at the airline's ticket office on the second floor, over there. After payment, you can return to this check-in desk.”*

If the weight of my checked baggage exceeds the requirements, I will comply with the airline's requirements: *“The weight of your checked baggage exceeds the 5 kg allowance set by airline X. We will be able to accept this baggage once you have paid for the excess weight at the airline's ticket office. It is located...”* or I offer the Customer another option – to transfer items to other suitcases, repack the suitcase, etc.

I ask the Customer to show me their hand luggage and assess whether its dimensions and weight meet the requirements. If I believe that they exceed the requirements, I ask the Customer to place the bag in a special luggage frame and/or weigh the luggage. When the weight or dimensions exceed the limits allowed for carry-on baggage, I inform the Customer of the need to check in such baggage or to refuse it: *“In order to ensure passenger safety inside the aircraft, it is prohibited to carry baggage that exceeds the permitted weight limits. If you still wish to take this baggage with you, it will be checked-in according to the rules of X company.”* If required by airline regulations, I tag the hand luggage.

If a Customer registers non-standard size baggage, I inform the responsible person and invite them to accept the baggage (the responsible employee must arrive within 10 minutes) or I perform the procedure myself. I ask the customer to wait and clearly indicate to the Customer where to take their oversized baggage or accompany them there.

If the Customer has items that they will need before boarding the aircraft (child stroller, crutches, etc.), I attach the necessary labels to them and inform the Customer about the delivery and return of the items to the aircraft: *“You will see our colleagues at the aircraft ramp, please hand them the trolley.”* After completing all baggage check-in procedures, I give the Customer a checked baggage tag along with their travel documents. I neatly dispose of the tag strip and other debris in the trash can.

5. Information about the further course of the journey

After completing the registration process, I inform the Customer about the next steps – I indicate the boarding gate and emphasize that the Customer should follow the information on the screens, as the gate indicated on the card may change: *“Your boarding gate is indicated here as A6, but please follow the information on the screens, as the gate may change.”* Also, if the passenger is entitled to additional services, such as the Business Club, I will inform them how to find it. I tell them what the next step of the journey is, e.g. *“Now go to the aviation security check, it is located...”* I make sure that the Customer understands all the information. *“Is everything clear? Do you have any questions?”* I issue a boarding pass if it is required by the airline's rules, otherwise I inform the customer that there is a fee for issuing a boarding pass.

When I register a Customer for several flights at once, I inform them about the course of the trip, mentioning important details that I am aware of that will help the person travel smoothly with a transfer.

I remind Business Class Customers of their privileges and how to use them: *“You are provided with express service, it is right there,” “The Business Club is on the second floor, you are welcome to visit,”* etc.

After completing all the procedures necessary for the Customer’s registration, I politely say goodbye: *“Have a pleasant flight,” “Have a nice vacation,”* etc.

6. Completing final tasks

I finish registering Customers at the exact time scheduled, change the flight status to current. I carefully complete my final tasks, turn off the monitor, and leave my workspace tidy.

Other cases during the Customer registration process

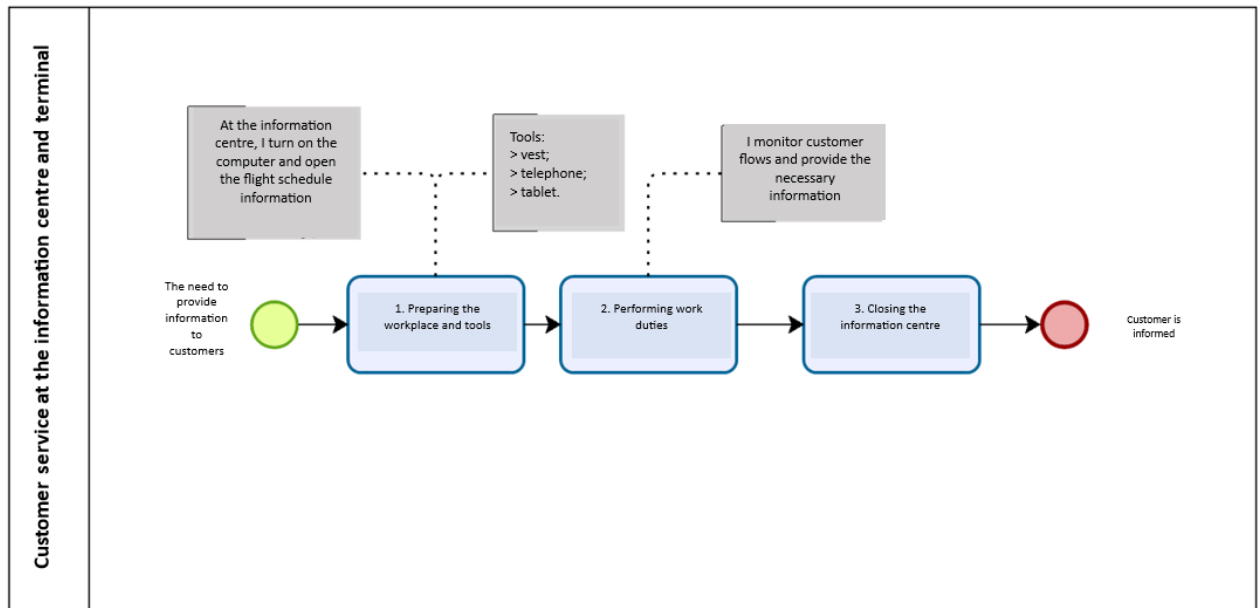
- Queue management. If I see Customers in the queue who could be served without waiting in line, but they are waiting in the general queue and experiencing difficulties (a small child is crying, an elderly person has difficulty standing, a passenger with individual needs, etc.), I ask those standing closer in the queue for permission to serve those Customers without waiting in line and invite them forward.
- Opening an additional registration desk. If I open an additional registration desk, I invite the Customers standing closest to it to come forward: *“We will begin registration at this desk shortly – please come forward.”*
- When a Customer who has registered online or by phone approaches me, I ask them if they have any checked baggage and inform them that they will be served in the normal manner. If the Customer does not have any checked baggage, I direct them to the aviation security check.
- Handling aggressive, intoxicated customers. If a customer arriving at check-in appears to be in a condition that could pose a threat to flight safety, I assess the situation and act in accordance with the airline’s requirements. If necessary, I politely but firmly warn the Customer about their behaviour and the possible consequences. If a decision is made not to allow the Customer on the plane, they are informed of this fact and the reasons and circumstances for the decision are explained.

Points to consider

Business professionals and vacationers expect quick check-in, so I try to invite business class passengers to come first and inform them that they have priority to board first when boarding begins. For those travelling with children, when they hand over their strollers, I offer them the use of the airport’s strollers. I pay attention to identifying intoxicated customers, as they annoy business professionals flying on business trips and families.

2.2. Customer service at the information centre and terminal

Process diagram



1. Preparing the workplace and tools

I arrive at work early so that I can complete all the necessary preparations and start work at the scheduled time. I prepare all the tools I need to serve Customers properly—the flight schedule, a reflective vest, a work phone, a walkie-talkie, and a tablet. I open the necessary flight information on my work computer so that I can provide accurate information.

2. Performing work duties

When I work at the information desk. I advise Customers on issues that concern them and provide concise and clear information. If I don't know the answer, I try to find out myself or refer them to the responsible employee.

When I work in the Customer Registration Hall. I observe Customer needs and signals (passengers who are confused, looking for information, and their relatives) that indicate that the Customer needs assistance. Without waiting, I approach them, initiate contact, and offer assistance: *"Good afternoon, I see you are looking around, perhaps you are looking for something? Good afternoon, are you finding everything, can I help you? Good afternoon, I am a terminal assistant, do you have any questions?"* I listen carefully to the Customer and provide the necessary information, and if I do not know exactly what information the Customer needs, I refer them to my colleagues. I respond to Customers with short and clear sentences, show them the objects of interest, and direct them. In the event of an emergency or evacuation, I provide information and assistance to passengers.

When I work on self-service systems. I proactively encourage Customers to use self-service systems. For example, if I notice queues at the registration desks where self-service is available, I inform Customers about the possibility of using the self-service system to reduce waiting times and show them where it is located. If a Customer is unsure how to use the system, I provide brief information and explain how it works. If the system crashes, I accompany the Customer/show them where to go next to ensure a smooth travel process. I direct Customers who have used the self-service

system to the business class queue, if there is one, show my gratitude for their efforts, and apologize for the inconvenience.

When I manage Customer flows. I handle the “queues,” leave a passage for passengers, and direct customers to the appropriate check-in desk. I monitor the situation at the aviation security checkpoint – when there is a large flow of passengers, I ensure that passengers with special needs (e.g., families, seniors) are served first, but I ask other passengers for their permission.

When a passenger in a special wheelchair asks for information or assistance, I provide the information at eye level and give the requested assistance.

When more than one employee is working at the same time, we divide up the work—one serves customers at the information center, while the other(s) serve customers in the hall. When working alone, I leave my workplace briefly, for no more than 15 minutes, and leave a timer.

During work, I also monitor and maintain order and cleanliness in the terminal, and if I notice misleading terminal messages, violations of cleanliness, order, or labeling that I cannot fix myself, I report them to the responsible colleagues.

3. Closing the information centre

When I finish work, I pass on relevant information to the next shift. Before closing the information centre, I prepare the next day’s flight report, leave the equipment in good working order (charged phones, charged radio), register any items found, and leave my workplace tidy.

Points to consider

I take care of the comfort of families with children – I inform them about the possibility of using baby strollers, children's areas, convenient places to store belongings, and childcare rooms. Business professionals and those flying on business trips are very annoyed by the lack of information in the event of flight delays, so I follow flight information and am ready to provide all the relevant information. Emigrants sometimes find it more difficult to find their way around the airport, so I provide them with more detailed information. Vacationers like to stop by cafes, so I know the airport layout very well.

2.3. Customer aviation security check

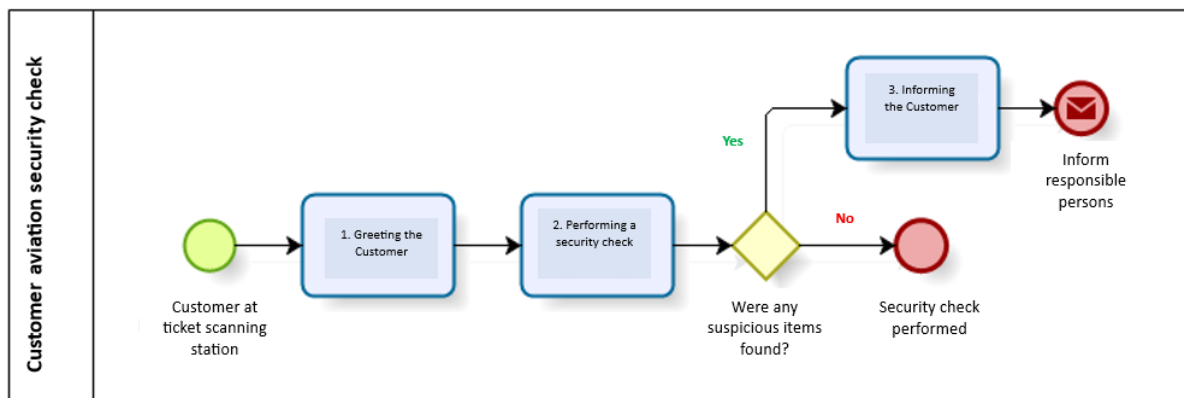
Before opening the security screening lane, I check that I have all the recommended items (depending on the airport) to ensure a smooth procedure:

- information (illustration or video) on how to prepare for a security check,
- exhibition/stand of items prohibited for carriage in hand luggage,
- preparation table and waste bins for items that are not allowed to be transported (general waste/glass/plastic/paper),
- a container for pouring out liquids and information that drinking water can be poured in after testing,
- a container for the food bank – an opportunity to donate yourself,
- bags and information for packaging liquids,
- bags for clothes and information about them,

- boot swabs/box for used boot swabs,
- a shoehorn and chairs to sit on,
- child seat/cot,
- stickers/candy, etc. for children (if possible).

During the check, I monitor the remaining supplies, replenish them when they run out, and return items to their designated places.

Process diagram



Detailed description of the process

1. Greeting the Customer

I observe the flow of customers coming through aviation security checks – I direct customers with children and customers with special needs to the queue designated for them or give them priority by inviting them to the front of the queue. I greet the customer or nod to them and ask them to present their boarding pass: *“Please show me...”*, *“Please present...”*, which I then scan. When automatic scanning gates are installed at the airport, I show the customer how to scan their boarding pass using the system, if necessary. I emphasize that children should go through the automatic gates first and parents should watch their children, and only then should they go through themselves. If the customer has not checked in, I politely direct them to the check-in desks. I allow customers with valid boarding passes to proceed to further aviation security procedures.

2. Performing a security check

Greeting:

I greet the customer and help them with their box if they have not already picked it up themselves. I greet them with phrases such as *“Good morning”* or *“Good afternoon”* while making eye contact.

Preparation for the check:

I instruct the customer on how to prepare for the security check in accordance with the equipment requirements: I ask them to remove their outer clothing, take all items out of their pockets, remove their sunglasses, and place everything in the boxes. I also provide instructions on electronics and liquids. I emphasize that glasses for vision do not need to be removed, and if the customer has already removed them, I ask them to put them back on.

I make sure that the customer’s hand luggage and items placed in the box are properly placed in the X-ray machine. I recommend placing the customer's personal items (watches, phones, documents, sunglasses, etc.) at the bottom of the box so that they do not fall out during the X-ray inspection. I

suggest placing clothes that may be stained by the equipment (e.g., light-colored puffer jackets) in a special bag.

If a family with children is traveling, I instruct them on how to go through aviation security checks. I recommend that parents help their children prepare for the check and then, depending on the situation, go through the archway metal detector. For example, if two parents are flying, one parent would go through the metal detector first, then the child, and then the other parent. I do not rush customers when preparing for the check. For families with small children, I suggest using a child seat. I ask if they would like to place their child in a seat designed for small children: *“Would you like to place your child in a seat while you prepare for security check?”* If the child is seated/laid down in the chair, I make sure that they do not fall out of it while their parents complete all the necessary aviation security procedures. If there are surprises/gifts for children during the aviation security check, I kindly offer them to the children to reduce their fear and stress during the check: *“We have these stickers/candy, please choose one.”*

Check:

When checking luggage with an X-ray machine, I communicate with my colleagues respectfully and politely: *“We need to check the grey backpack with black handles again.”* If the procedure requires more time to check the luggage, I briefly stop the flow of luggage so that there is no congestion behind the X-ray machine.

I monitor the conveyor belt and distribute the luggage so that I can make the most of the baggage claim tables. If there are empty boxes on the baggage claim tables, I collect them and neatly (without throwing them) put them in their place.

I invite the customer to pass through the metal detector arch. I invite them with the words: *“Please pass through”* and/or a wave of my hand.

If the alarm sounds and the situation requires it, I ask the customer to go back and put their belongings in the box. If they need to take off their shoes, I ask them to sit down, use the shoe horns, and put their shoes in the box: *“Please come back after taking off your shoes. Put them in the white box in front of the machine. You can sit down here to take them off. Here are some bags for your feet.”*

If an alarm sounds, I will ask the customer for permission before checking: *“An additional check is required, do you agree to me checking you?”* If I cannot communicate with the customer due to a language barrier, I will ask them with my eyes and gestures.

If a signal sounds when a child walks through the metal detector, I ask their parents or accompanying persons for permission to check them: *“May I check your child further?”* Before starting the check, I greet the child and inform them about the upcoming procedure: *“Hello, now I'm going to take a closer look to see if you've forgotten anything in your pockets.”* I try to communicate with the child at eye level, bending down or crouching.

If the customer refuses to be checked in front of other people, I suggest checking them in a separate room. If they refuse, I warn the customer about the possible consequences and refer the situation to the shift manager: *“According to current aviation regulations, passengers who refuse to undergo a personal search and inspection of their belongings will not be allowed to board the aircraft.”* If the customer categorically refuses to be checked, I inform the aviation security shift manager and refer the situation to him for further resolution. After the manual inspection, I thank the customers, say goodbye, wish them a good flight, and direct them to the baggage claim area: *“Thank you, have a good trip, don't forget your carry-on baggage,” “Thank you / Good luck / Your baggage is over there.”*

When working in aviation security, if I have to assist a passenger with special needs, I follow the guidelines ([Annex 1](#)).

If it is necessary to check hand luggage, I first identify the owner of the luggage and ask for permission to check their luggage or belongings: *“The system has selected your luggage for additional screening. May I check your belongings?”* If possible, I carry out the procedure separately from other customers at the end of the baggage claim area or on the second conveyor belt to avoid crowding. If the procedure takes more time (additional inspection is required) or the shift manager must be called in to make a decision, I inform the customer.

If additional checks on the composition of liquids are required, I inform the customer, politely ask them to present the liquids, and warn them how long this may take. I ask the customer to move to the end of the baggage claim area to avoid congestion, e.g., *“I need to check the composition of the liquid, please give me that food bottle, the check will take about a minute.”* If the inspection procedure takes a long time, I inform the customer about it and show them where they can wait and sit down if there are seats available: *“Unfortunately, in accordance with aviation security regulations, we have to re-check you and your luggage. This will take some time, you can wait here.”*

If a customer asks about the need for the procedures being carried out, I respond by explaining the actions being taken and, if necessary, indicate the basis for my actions, so that the customer is not left in the dark: *“These are additional procedures necessary to ensure your safety and that of other passengers.”* *“While checking your luggage, the system identified that there may be prohibited items left behind, and we are required to check.”* After the check, I thank the customer for their cooperation and wish them a pleasant flight.

Completion of the check procedure:

After manually checking the baggage, I say goodbye to the customer and wish them a pleasant flight: *“Thank you for your cooperation,”* *“Thank you for your time,”* *“Have a pleasant flight/trip/journey.”*

I remind the customer about their belongings if they have left them in the box: *“Sir/Madam, don't forget your...,”* *“Your phone is still in the box. Don't leave it behind.”*

If a customer asks for information, I respond and point in the direction: *“Your boarding gate is A6, you will find it by going in this direction,”* *“The business club is located on the second floor of the airport.”* The direction is indicated with a hand gesture.

If items prohibited in hand luggage are found during the check:

3. Informing the Customer

I inform the customer about the specific items they are not allowed to carry: *“I see that your handbag contains... This quantity... is prohibited in hand luggage.”* If the customer asks, I explain the basis for my statement and confirm that the item is prohibited.

I provide information about the options available to the customer in a specific situation: for example, to check in items as registered baggage or throw them away, or to donate food products to charity. I recommend checking in the items as registered baggage, if possible at the airport, sending them by post or storing them, and inform the customer that this is a paid service, about which more information will be provided by the service providers (in Vilnius and Kaunas). I present other options to the customer: I suggest leaving the prohibited items in the car (if it is in a long-term parking lot) or handing them over to accompanying persons, if they have not yet left.

If items prohibited from being transported by air are found during the check:

Depending on the nature of the items found, I inform the relevant authorities (customs, police) and act in accordance with aviation security regulations.

Other cases in the checking process

- Customers in a hurry. When a customer is in a hurry and wants to skip the line, I suggest that they ask the people waiting in line for permission or purchase the Fast Track service.
- Queue management at security checkpoints. If there is a long queue of customers, i.e. more than 30 people are waiting to go through security, or I see a large group of people approaching, I suggest opening an additional security checkpoint (the decision is made by the aviation security shift manager/deputy manager).

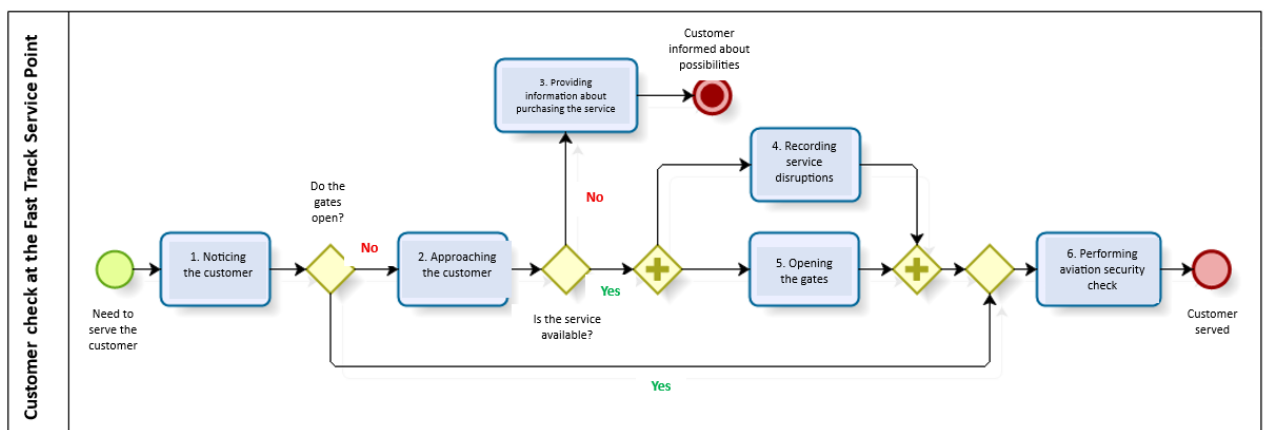
Points to consider

Business professionals and those traveling on business trips expect security checks to be quick, the procedures to be clear, and often purchase Fast Track, but accurate and focused information is important to them. Vacationers need detailed instructions—they are already at the seaside in their minds, so instructions sometimes need to be repeated and additional steps explained in more detail, as all of this causes unnecessary tension when going on vacation. Mood and attitude are also important. Emigrants feel the same way – although they fly quite often, aviation security checks are an unpleasant experience for them, and they tend to compare their experiences with other airports, so it is important to pay more attention to situations where additional measures are taken or equipment shows discrepancies, and to explain the reasons for this. Families traveling with children have a lot of belongings, and checking them takes time, Therefore, it is important not to rush them, to show attention to children – offer chairs, strollers for after the check, etc.

2.4. Customer check at the Fast Track Service Point

When undergoing aviation security checks at the fast track service point, the customer is given priority over administration, ground handling companies, or aviation security staff: *“Please wait in line until we have served the customers.” “Please come forward, passengers with Fast Track / who have purchased the fast track service...”*

Process diagram



Detailed description of the process

1. Noticing the customer

If there are no customers being checked at the express service checkpoint, I show that I have noticed the customer who has arrived by greeting them as I approach them: “*Good morning,*” “*Good afternoon,*” or by nodding my head from a distance, making eye contact, and smiling. The customer is encouraged to scan their boarding pass or other service document themselves, using the gate operating instructions.

2. Approaching the customer

If, after the customer has tried, the gates do not open or the person does not understand the instructions for operating the gates and delays or does not even try to open them, I approach them as soon as I am free after the inspection procedure. If other customers are undergoing aviation security checks at that time, I always inform the customer waiting at the gate that I will approach them after completing my work: “*Please wait, I will be with you shortly to assist you.*”

3. Providing information about purchasing the service

If the customer is not eligible to use the service (e.g., invalid loyalty card, no service, QR code already used, etc.), I politely inform them of the situation, explaining why I cannot provide the service, and offer possible options for purchasing the service: “Unfortunately, your ticket does not include Fast Track. If you would like to use this service, you can purchase it at the self-service machine...”

4. Recording service disruptions

If, upon approaching the customer, I determine that the service can be provided, but the gates do not open for technical reasons (e.g., loyalty card scanning is not working, QR code is not being read, etc.), I let the customer through the gates by opening them in emergency mode or through the staff passage, opening them with my own permission. After performing the verification procedures, I inform the responsible persons about the service malfunctions. When letting the customer through the gates, I apologize for the service malfunctions: “*We apologize for the inconvenience.*”

5. Opening the gates

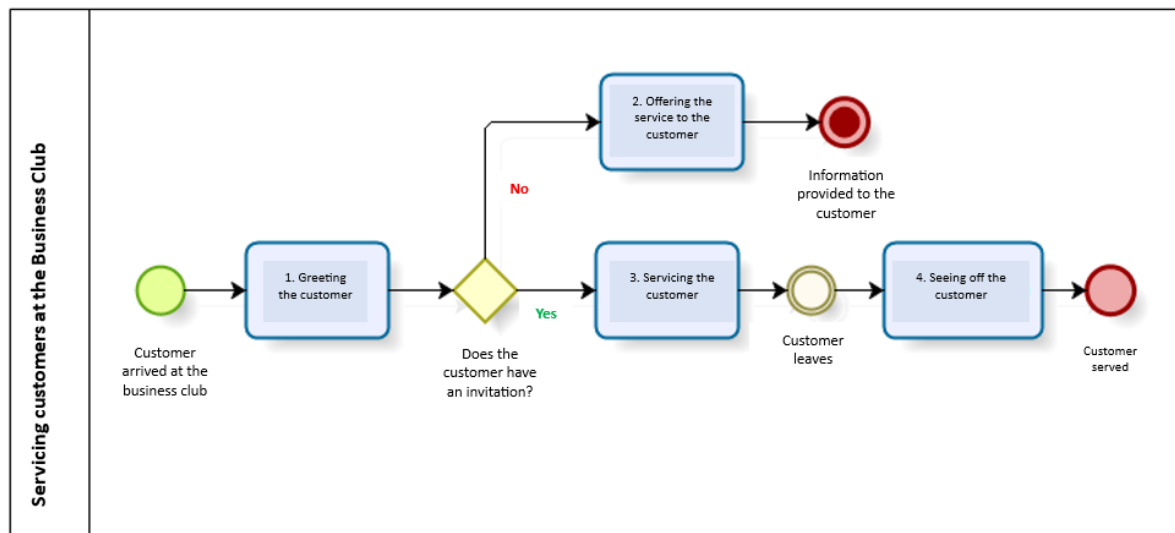
If, upon approaching the customer, I determine that the service can be provided, I explain how to open the gate. If I see that the customer is confused or does not dare/understand the explanation, I provide assistance in selecting the appropriate option. After opening the gate, I continue with the customer aviation security screening procedures described in the section “Customer Aviation Security Check.”

6. Performing aviation security checks

If the customer understands how the gates work and, after selecting the service method and scanning the necessary documents, the gates open immediately, the customer's aviation security screening procedures described in the section “Customer Aviation Security Check” are performed.

2.5. Servicing customers at the Business Club

Process diagram



Detailed description of the process

1. Greeting the customer

When a customer arrives at the Business Club and hands me their boarding pass, I greet them by making eye contact: “*Good afternoon,*” “*Welcome. It's nice to see you again.*”

When I see that I will have to serve a customer sitting in a special wheelchair, I stand up and approach the passenger myself to communicate directly.

When I am working alone and leave my workplace for a longer period of time (more than 5 minutes), I place a sign on the registration desk asking customers to sit down at the table themselves. If a customer arrives when I am not at my desk and sits down at the table, I approach them when I notice them, greet them, take their boarding pass, scan it, and return it to the customer at the table.

2. Offering the service to the customer

If the customer is not eligible for the free Business Club service or pays for the use of Business Club services themselves, I always offer to purchase a privilege card, following the 5-step structure described in the section “Customer service at service/sales locations.”

3. Servicing the customer

I always communicate quietly with customers so as not to disturb other Business Club customers.

When a customer visits the Business Club for the first time, I explain the principles of using this service: self-service at the food and beverage bar, access to a desktop computer, the ability to print necessary documents, use wireless internet (I show them the login code), and other benefits.

I periodically check whether the food and beverage bar has all the necessary products and dishes. If there are any shortages, I replenish the supplies. I check that there are no shortages of printed publications.

I provide customers with the assistance they need, e.g., I switch to the desired TV channel, show them how to use the coffee machine, lend them a computer or phone charger cable, etc. I offer assistance to customers with special needs. I answer questions that customers may have.

If there are passengers with small children in the Business Club, I offer activities for children (coloring books, toys, etc.).

When a conflict arises, I try to manage the situation according to the conflict management steps described in the section “Conflict Management.”

If the customer's flight is delayed, I assist them as much as possible: I inform the customer that their flight is delayed, if necessary, I contact the employee responsible for check-in for a specific flight by phone to search for other connecting flights and allow the customer to communicate with them directly or pass on the information received.

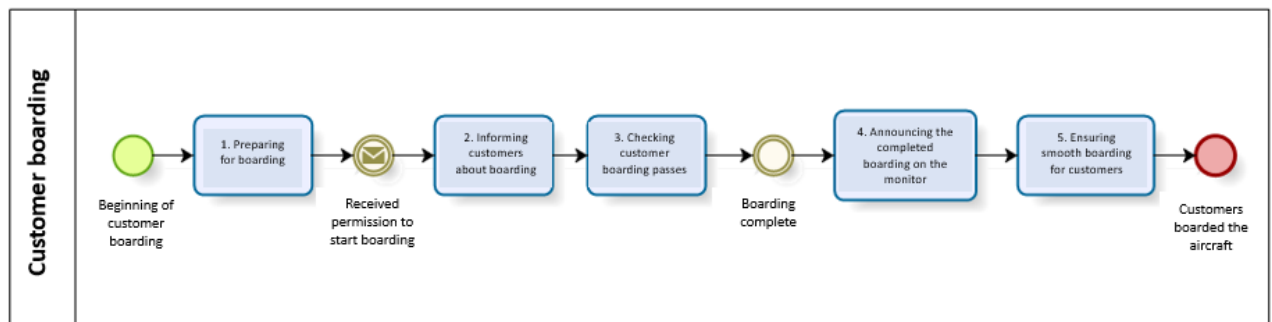
4. Seeing off the customer

If I notice a customer leaving, I try to make eye contact and say goodbye politely: “*Have a pleasant flight!*”, “*Have a nice vacation!*”, “*All the best!*”.

After the customer leaves, I tidy up the table and, if necessary, the surrounding area, and call a cleaner if needed.

2.6. Customer boarding

Process diagram



Detailed description of the process

1. Preparing for boarding

I arrive at the boarding gate early so that I can complete all the preparations and start boarding on time:

- I will prepare all the equipment and information necessary for the boarding process.
- I check whether the route to the aircraft or bus is clear (the gallery is empty and the lights are on/the bus has arrived, etc.), assess the microclimate (temperature, etc.), and if I notice any discrepancies, I inform the responsible airport staff.
- I finalise arrangements for passengers receiving special assistance (disabled passengers, unaccompanied children, etc.) and very important persons (hereinafter referred to as VIPs): who will accompany them to the aircraft and when (at the beginning or end of boarding).
- I turn on the monitor(s) above the boarding gate. I check whether the information displayed is correct. If I identify an error, I contact the responsible employee.

2. Informing customers about boarding

I begin boarding announcements in accordance with the airline's rules – if scheduled, I read the announcement about the planned start of boarding, and I read the information announcement about

the start of boarding exactly when boarding was scheduled to begin. If there is a delay in starting boarding, I inform customers of the new boarding time or the time of the next announcement.

I inform customers about the start of boarding via the airport's public announcement system, stating the name of the operating airline, flight number, flight route, and boarding gate number in the announcement. I ask customers to have their identity documents and boarding passes ready (unless the airline requires otherwise).

I activate the “Boarding” status on the monitor.

I inform customers about ongoing boarding or changes to its status (e.g., last call) via the airport's public announcement system in accordance with airline regulations. In the announcement, I provide the aforementioned flight details and boarding gate number and urge late customers to hurry. If the airline's rules allow, I call them by their first and last names. I update the information on the monitors accordingly and check that the information displayed is correct. If there are any inaccuracies, I inform the responsible airport employee.

3. Checking customer boarding passes

When checking the customer's documents, I thank them and try to make brief, positive eye contact.

I inform the customer or use body language to invite them to scan their tickets. If required by airline regulations, I check their documents. I politely say goodbye to the customer: *“Have a pleasant flight!”*, *“Have a good trip!”*, *“Have a good rest!”*.

4. Announcing the completed boarding on the monitor

I announce the completion of boarding on the monitor. I activate the “Gate closed” status in the system and tidy up my workplace.

5. Ensuring smooth boarding for customers

If customers are transported to the aircraft by bus and most of the passengers have boarded the bus, but the search for late customers takes time, the bus driver monitors the microclimate in the bus and closes the doors if necessary (e.g. in winter).

Other cases of the boarding process

When a customer appears to be in a condition that could pose a threat to flight safety during boarding, I assess the situation and act in accordance with the airline's requirements. If necessary, I politely but firmly warn the customer about their behaviour and the possible consequences. I follow the rules for resolving conflict situations.

When I notice customers in the queue who can be served without waiting, I invite them to come forward first, if airline rules allow.

When I notice customers whose hand luggage may exceed the requirements, I inform the customer and ask them to place their hand luggage in the designated measuring device. If the luggage meets the requirements, I thank the customer. If the baggage does not meet the requirements, I inform the customer that they must pay a fee to carry this baggage on board and explain how they can do so.

Points to consider

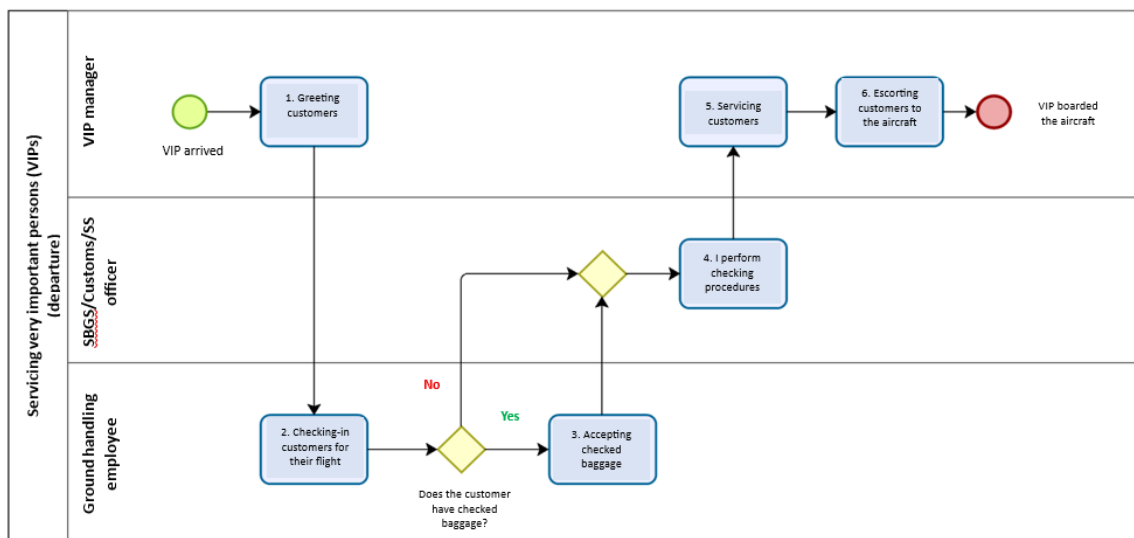
Emigrants observe both the infrastructure and passenger flow management or information provision at the boarding gate, so it is important to ensure a suitable microclimate, plan the start of boarding, assess the airport infrastructure, and not start accumulating airline rules too early. Vacationers do not like to wait for their vacation to begin, so it is important to ensure proper flow management when boarding passengers for vacation destinations. Families may want to board first, but it is better to offer them later boarding, because once they are gathered in the waiting area, it is difficult to keep children occupied, and they lack activities. Business travelers understand airport procedures and boarding does not cause them any difficulties, as long as it takes place at the scheduled time. Business professionals often have priority and expect to board the aircraft as quickly as possible.

2.7. Servicing very important persons (VIPs)

The service provided to very important persons (VIPs) consists of customer departure and arrival processes. The term VIP covers both members of state delegations and customers who purchase this service. When serving these customers, I may encounter situations and protocol requirements described in other sections.

2.7.1. VIP departure

Process diagram



Detailed description of the process

1. Greeting customers

If I perform an aviation security task:

- I greet the driver of the car with the words: “*Good afternoon,*” “*Good evening,*” and other people, if I make eye contact, I greet them with a nod of my head.
- Before letting a car into the airport, I check the necessary documents and make sure that the number of people and their identities match the info I got when the booking was made (if I notice any discrepancies, I immediately tell the airport staff in charge and wait for their decision, I do not react immediately (I do not respond negatively to customers).

If I perform the function of an VIP employee:

- I greet arriving persons: “*Welcome,*” “*Good afternoon, it's nice to see you again.*” I ensure their smooth entry into the premises and the separation of their luggage, depending on whether they are required to undergo security checks.
- If customers who are required to undergo aviation security checks are accompanied by persons who are not subject to checks, I calmly but firmly emphasize that they must go through another door: “*Sir, please go this way. In order to ensure everyone's safety, screening of passengers and persons accompanying them is mandatory.*”

2. Checking-in customers for their flight

If I am acting as a representative of a ground handling company:

- I register customers for flights in accordance with customer registration procedures and guidelines.
- If the customer's travel documents are missing, I contact the VIP terminal staff and inform them of the need for the necessary documents.

3. Accepting checked baggage

If I am acting as a representative of a ground handling company:

- If the customer has checked baggage, I accept it and ensure that the loading staff arrive on time and transport all baggage to the aircraft. I complete the check-in as described in section 2.1.

4. I perform checking procedures

If I perform the duties of an aviation security officer:

- I perform customer and baggage checks in accordance with the procedure described in the section “Customer aviation security checks.” In doing so, I take into account, as far as possible, any requests made by the customer or their representatives at the time of booking or later, which I am able to fulfil.

5. Servicing customers

If I perform the function of a VIP employee:

- I am always visible to customers and ready to help them and listen to them, but if I am not servicing customers at a particular moment, I do not stand too close to them and avoid looking at them closely.
- Regardless of who approaches me, I respond to their questions and address their needs. However, if I need to contact high-ranking officials or other important individuals who have their own representatives, I do so indirectly through their representatives rather than directly.
- I introduce the services provided to customers visiting the VIP terminal for the first time and encourage them to contact me if they have any questions.
- I provide service to customers who wish to use the bar's services:
- I clarify the need: “*What would you like?*” If customers order more goods, I check whether I have recorded everything correctly.
- When presenting the purchased goods, I make brief eye contact and smile: “*Here you are, your coffee.*” If I am serving a group of people, I first present the goods to the women, then to the men.

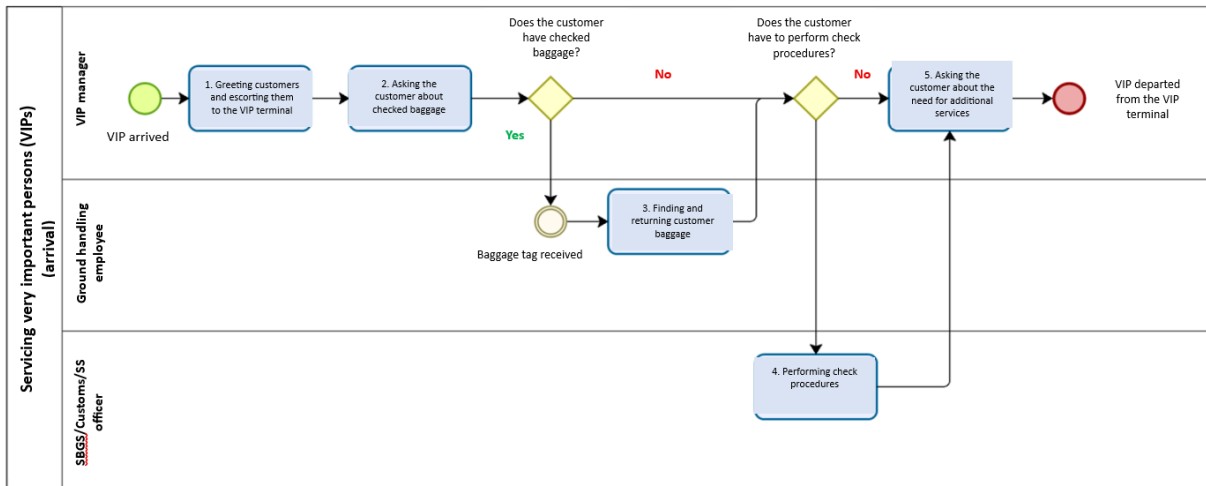
6. Escorting customers to the aircraft

If I perform the function of an VIP employee:

- Taking into account the wishes of very important persons and the possibilities of the situation, I board them later (at the end of boarding) than the main flow of customers.
- I ensure that the car transporting customers arrives on time.
- I invite customers: “Your Excellency, please get into the car.”
- I say goodbye to customers boarding the plane: “*Have a pleasant flight!*” “*Have a good trip!*”

2.7.2. VIP arrival

Process diagram



Detailed description of the process

1. Greeting customers and escorting them to the VIP terminal

If I perform an aviation security task:

I greet the driver of the car with the words: “*Good afternoon,*” “*Good evening,*” and other people, if I make eye contact, I greet them with a nod of my head.

Before letting a car into the airport, I check the necessary documents and make sure that the number of people and their identities match the info I got when the booking was made (if I notice any discrepancies, I immediately tell the airport staff in charge and wait for their decision, I do not react immediately (I do not respond negatively to customers).

If I perform the function of an VIP employee:

When I am the only one greeting the arriving customer, I arrive at the aircraft on time and wait for the customer to disembark. If I do not know the person, I hold a neatly printed note (surname, company name, etc.) in my hands. In rainy weather, I always have an umbrella with me and hold it for the customer.

When a customer arrives, I smile and greet them: “*Welcome back,*” “*It's nice to see you again.*”

2. Asking the customer about checked baggage

If I perform the function of an VIP employee:

I ask the customer (or their representatives) if they have any checked baggage. If the answer is yes, I take the baggage tag and hand it over to the ground handling company employee standing next to the aircraft as quickly as possible. We proceed to the VIP terminal with the customer without any baggage.

3. Finding and returning customer baggage

If I perform the function of an VIP employee:

I ensure smooth baggage delivery (depending on the wishes of the customer or their representatives, it can be delivered to the VIP terminal, directly to the car, etc.).

4. Performing check procedures

If I perform an aviation security task:

I perform customer aviation security screening procedures as required, as described in the section “Customer aviation security check.”

5. Asking the customer about the need for additional services

If I perform the function of an VIP employee:

When a customer arrives, while they are waiting for their baggage, I offer them drinks and snacks.

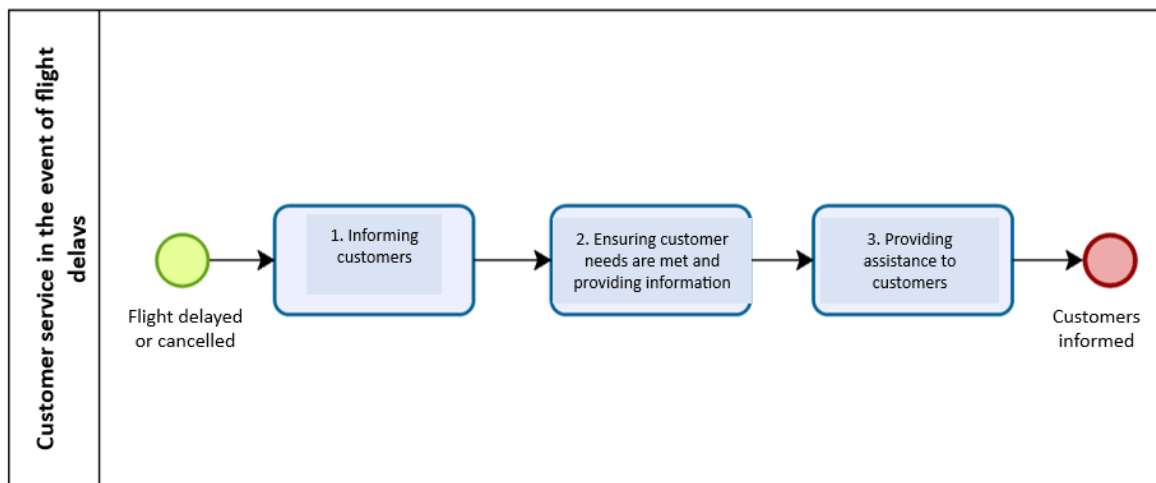
If no one is there to meet the customer, I offer to call a taxi. I say goodbye to the customer: “*Have a good evening. We look forward to seeing you again!*” “*Have a nice weekend!*”

Other cases in the VIP servicing process

If a customer's flight is delayed, I inform the customers (or their representatives) in a timely manner and explain the situation. I ensure that the responsible persons take care of the customer's travel destination as soon as possible, either at a different time, on a different route, or by a different means of transport. I take care of the customers' comfort.

2.8. Customer service in the event of flight delays

Process diagram



Detailed description of the process

1. Informing customers

I make sure that if a flight is delayed, customers get timely and regular updates and all the help they need at the place where they are (check-in or boarding area).

If the delay is known at the time of check-in, I inform each customer personally during check-in. I do this by expressing my regret (see conflict management steps). At the customer's request, I briefly explain the reason for the flight delay as stated by the airline.

When boarding is delayed, I will announce the later boarding time or flight delay no later than the original boarding time.

I will specify the new estimated boarding or flight time (if known) or the time of the next announcement. No later than the promised time, I will announce the updated information or, if it is not available, I will repeat the previous information and specify the time of the next announcement.

Once I receive the latest information about the flight, I will publish it immediately.

2. Ensuring customer needs are met and providing information

I provide customers with everything they are entitled to in accordance with general aviation and specific airline regulations in the event of a flight delay: I inform them about the possibility of obtaining passenger rights documents, distribute drink and food vouchers or inform them that these have been sent to their email address, and pay attention to customers with special needs. I answer any questions that customers may have.

When customers inquire about flight delay documents, I tell them where they can go.

3. Providing assistance to customers

I help customers as much as I can. I let them know about flight options offered by airlines specifically for them or refer them to airline offices. The final decision is up to the customer, but my sincere help makes them feel more secure in a tough situation.

If the customer reacts negatively and demands to speak to a “person in charge,” I confirm that I am authorized and competent to resolve issues arising in this specific situation: “*In this situation, I represent the airline and have the latest information about...*,” “*I am the person responsible for...*” etc. If the customer cannot be calmed down, I call my manager.

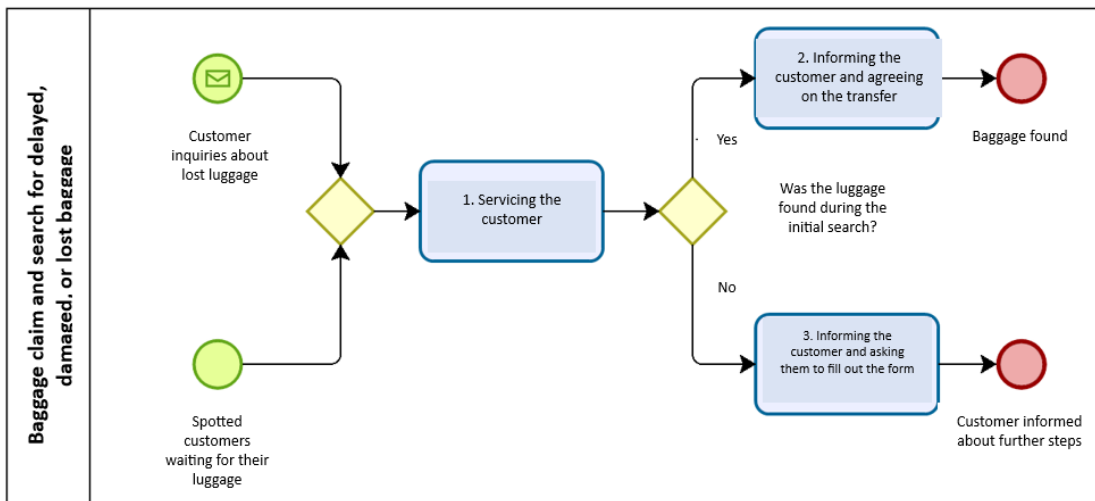
Recommended: Provide information as often as possible in person, and ensure that agents visit the boarding area regularly and frequently.

Points to consider

Delays are a particularly sensitive issue for business professionals and those traveling on business trips, as they often disrupt business plans and scheduled meetings. In such cases, they expect more active communication and assistance from employees in reaching their final destination as quickly as possible, as well as regular updates. It is important for families that their children are kept busy, fed, and happy, so that the wait does not seem so long. You can indicate which cafés offer a children's menu when paying with a coupon, the nearest activities for children, and, if possible, provide drawing materials. For other customers, it is important that in the event of delays, information is provided clearly, regularly, and coherently, especially through audio announcement systems.

2.9. Baggage claim and search for delayed, damaged, or lost baggage

Process diagram



Detailed description of the process

I stay close by and/or monitor the situation while the baggage is moving on the conveyor belt. If I notice any customers whose baggage has not arrived, I invite them to the office to fill out the necessary paperwork and, if possible, I collect the remaining baggage from the baggage claim area immediately after the flight. If there is unclaimed baggage that no one has picked up, I take it to the company's premises and fill out a special form. It is recommended that such baggage be collected within 1 hour of the start of baggage claim.

1. Servicing the customer

I greet the customer politely: *“Good afternoon,” “Good evening,”* and listen to them without interrupting. I make sure that the customer reports the lost baggage on time (within the period specified by the airline). I briefly inform the customer about the baggage search procedure and ask them to fill out a form: *“In your case, you need to fill out a special form, which will initiate the baggage search. As soon as it arrives at our airport, we will inform you as you requested.”* I ask additional clarifying questions, explaining why this is important. When communicating with the customer, I use positive statements: *“Most often, the baggage arrives the next day,”* etc.

When baggage is delayed, I give an overnight kit to customers who do not live in Lithuania but are staying overnight here, and inform them about other options in accordance with the airline's procedures.

If I already know at this stage when the customer's luggage will arrive, I inform the customer and agree on its delivery (collection): *“According to our information, your luggage has been dispatched and should arrive on the next flight at 9 p.m. What would be more convenient for you: for us to deliver the luggage or for you to come and pick it up yourself?”* When discussing when the luggage could reach the customer, I always take into account the time it takes to transport it to another city. At the customer's request, I provide the documents necessary to receive insurance payments.

At the end of the conversation, I provide the customer with all contact details so that they can contact us if necessary: telephone numbers, email address, and case number. If the airline that the customer flew with provides the option to track the status of the search online, I inform the customer about this.

I politely say goodbye to the customer: *“All the best. I will contact you as soon as I have information about your luggage.”*

2. Informing the customer and agreeing on the transfer

I inform the customer about the arrival of their luggage and confirm the agreed delivery (collection) details. If the luggage is detained at customs or a secondary search is being carried out, I inform the customer about the situation by phone and explain where they should go.

3. Informing the customer and asking them to fill out the form

If the airline's rules apply and the baggage is not found within the time specified by the airline, I contact the customer and ask them to fill out a form detailing the contents of the baggage and the prices of the items. I forward the information to the responsible airline employees who make decisions regarding compensation.

If the customer wishes to file a claim for compensation for delayed, lost, or damaged baggage, please note that these issues are handled by the responsible airline employees and claims must be addressed to that airline. We never comment on the amount of compensation.

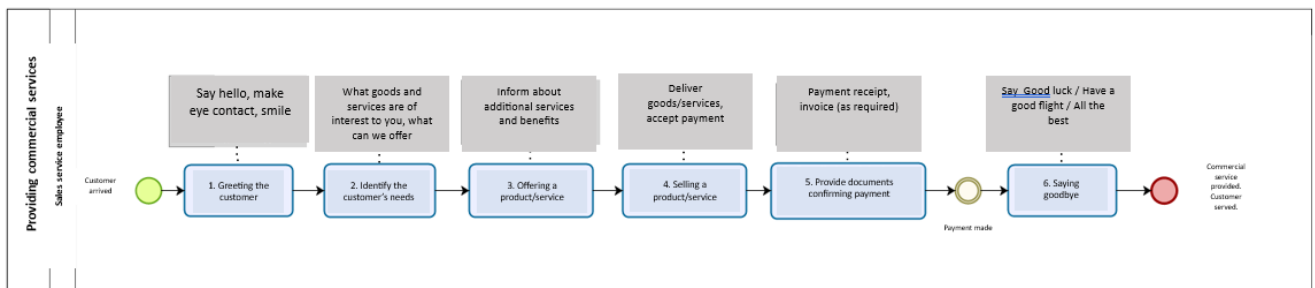
If the Customer reports theft (disappearance of items) from inside their baggage:

- I make sure that the customer contacts us in a timely manner (within the period specified by the airline).
- I ask the customer to fill out the form in accordance with the airline's requirements.
- If necessary, I will inform them to contact the police.

If the customer is angry, when a conflict arises, I try to control the situation by following the steps for conflict management.

2.10. Servicing customers at service/sales locations

Process diagram



Detailed description of the process

When serving customers at service/sales locations, I follow a 5-step structure:

1. Greeting the customer

When I notice a customer entering, I greet them politely, nod my head, make eye contact, and smile. If possible, I immediately approach them and strike up a conversation. If I am busy at the moment and cannot serve the customer, I show that I have noticed them and inform them that I will serve them shortly, e.g., “*Good afternoon, I will be with you shortly...*” “*As soon as I have finished serving the next customer, I will come to you...*” If a customer who has entered the store does not understand how they will be served, I inform them as soon as I notice them, e.g., “*Please come to the cash register,*” “*Please take a seat at the table, I will be with you shortly.*”

2. Identify the customer’s needs.

I ask questions and clarify the customer's needs by asking open-ended questions, such as *“What products are you interested in?”* and closed-ended questions, such as *“Do you have any allergies?”* I show that I care about the customer (I pay attention to the ingredients, possible allergies, children's needs, etc.) and that they can get my help if necessary, e.g., *“If you have any questions, please ask”* and so on. I am able to listen and understand, ask additional questions if necessary, respond to the information provided (*“I understand that you want a sandwich with meat, what kind of bread would you like?”*), and I do not interrupt or rush the customer. If the customer's request is complex or the order is long, I repeat the request in my own words, e.g., *“Am I correct in understanding that...,” “As I understand it...”*.

3. Offering a product/service.

Based on the customer's expressed needs, e.g., I use phrases spoken by the customer and provide accurate information, e.g., I provide recommendations on use/carriage on board the aircraft, offer additional, suitable goods, and also demonstrate the benefits that the customer will receive by purchasing the goods/services, and inform them about applicable promotions and discounts. If I do not know the answer, I inform the customer of this and, if possible, find out and inform them once I have the answer. If the customer has to wait longer than a few minutes, e.g., for a dish to be prepared or for goods to be brought from the warehouse, I inform them in advance, tell them how long they will have to wait, and ask if they have that much time. I keep my promises, I am not late, and when I return, I thank the customer for waiting and apologize for the delay. When serving customers, I also use additional sales models depending on the situation (more information in the section “Additional sales models”).

4. Selling a product/service.

I hand over the cash register receipt and the exact change when settling with the customer. If the customer is satisfied with my service, they will decide for themselves whether to leave me a tip and how much to give.

5. Saying goodbye.

I thank the customer for visiting/purchasing. This will encourage them to return next time: *“Thank you for shopping with us,” “Thank you.”* I say goodbye to the departing customer with the words: *“Good luck / Have a good flight / All the best...”* or with a nod and a smile.

Points to consider

While waiting for a flight, business professionals often buy snacks, alcohol, and Lithuanian souvenirs as gifts for their partners. They appreciate high-quality coffee and food and are willing to pay for quality. Sometimes they make spontaneous purchases. When going on a business trip, they often buy cosmetics and Lithuanian products as gifts for business colleagues, so it is worth offering goods of this type, but it is important to find out the purpose of the trip/purchases. He also often enjoys a cup of coffee while waiting for his flight, but it is worth noting that Ben likes to take care of last-minute work matters on his phone or computer before flying, so it is worth offering him a quieter, more peaceful place. Vacationers rarely shop, as they tend to look for goods at the airport from which they are departing (Lithuanian goods are particularly popular among foreign tourists), but if they do buy something, it is usually alcohol or beauty products. They also stop by cafés, where they like to grab a coffee or other beverage before the start of their vacation. Travelers with children often visit commercial areas at the airport, but they rarely make purchases, unless it

is something to keep the children occupied or snacks suitable for little ones. It is also important for them to know whether their children will have something to do and whether there will be a menu and activities suitable for them. Emigrants also rarely shop at the airport, as they usually prepare for their trips in advance. However, if they do shop, they do so impulsively, looking for sales and good deals.

2.10.1. Additional sales models

When serving customers and selling goods or services, I follow additional sales models. In the description of each model, you will find information about: what it is, how to prepare properly, when is the right time to apply the model, what to sell, arguments to help apply the model and make additional sales, the sequence of actions required when applying the additional sales model, and what potential threats there are and what to do when encountering them.

Sales of more expensive or larger quantities of goods (known as upselling)	
What is it?	This is a model where the customer is offered to purchase a significantly more valuable, larger product for a relatively higher amount of money and receive greater value/quantity (“it pays off”). For example: <i>50 ml of perfume costs €100, while 75 ml costs €125.</i> It is also possible to offer to purchase a larger quantity of the same product, spending more money but receiving greater value. For example: <i>buy two coffees with a 20% discount.</i>
How to prepare?	<ul style="list-style-type: none"> • Check whether there are alternatives to the selected product in the product range that are more expensive. • Select alternative options. • It is good to know that the more expensive product is superior to the one chosen by the customer.
When to apply? (appropriate situation)	When the customer has selected a product and is purchasing it or is ready to purchase it.
What to sell? (resource)	Ready for more expensive alternatives.
What helps sell a more expensive product?	<ul style="list-style-type: none"> • It pays off – spending more gives you significantly more value. For example, <i>buy two coffees with a 20% discount. I see you are traveling with your family, so I suggest buying two bottles of water, as they often cost more on the plane.</i> • Product upgrade – paying more gets you a better version of the product. • Advantage – I demonstrate that a more expensive product will exceed the customer's expectations. For example, <i>by choosing this shade of lipstick from the new collection, you will not only get color, but also oils that will nourish your lips.</i> • I educate the customer when I offer something that the customer did not know about a more expensive product.

	<ul style="list-style-type: none"> • Seasonality, fashion – customers purchase the most fashionable items of the season by paying more. For example, <i>this new handbag is in line with the latest fashion trends of the season and costs only X euros more than the old model.</i> • Exclusivity – a more expensive product will help you feel or look exclusive. • Sharing the experiences of other customers who have purchased more expensive products. For example, <i>our customers who have chosen this more expensive headphone model praise them for their high sound quality.</i> • I let them try out (smell, hold, taste, etc.) the more expensive product on offer.
What do I need to do to make it work?	<ol style="list-style-type: none"> 4. See that the customer has chosen a product or help them choose one. 5. Understand what product to offer. 6. Consider what arguments to use. 7. Listen to what the passenger says and respect their choice. I provide courteous service if the customer purchases the item they have chosen.
What are the potential threats and what should be done?	<ul style="list-style-type: none"> • The customer does not see the value – describe the value in detail, emphasize the numbers. • Pressure the customer – make no more than two offers. • Offering the wrong product – proper preparation. • Too expensive – use other methods.

Cross-selling (additional sales)	
What is it?	This is a method whereby an additional product is sold to the same customer, which is not related to the characteristics or functions of the main product or service, but complements them. For example, <i>when buying coffee, sweets are also offered; when buying perfume, deodorant with the same scent is offered; when buying a phone, a case is offered, etc.</i>
How to prepare?	<ul style="list-style-type: none"> • Check whether there are complementary product options in the product range. • Select possible combinations. • Be familiar with the main features of the product.
When to apply? (appropriate situation)	Once the customer has chosen and decided to purchase the main product, it will be possible to sell complementary products.

What to sell? (resource)	Goods that complement the main product, ready-made combinations of additional goods.
What helps sell a more expensive product?	<ul style="list-style-type: none"> • Discount applies to accompanying items. • Complementary goods enable the use of the main product. For example, <i>when buying cigarettes, I offer a lighter.</i> • A well-designed set can help sell main and additional products. For example, <i>you can buy a set of perfume and shower gel and save 20%.</i> • Recommendations for sets purchased by other customers. For example, <i>customers who bought this product also bought...</i> • Allow customers to try the main product they have purchased with an additional product on offer. For example, <i>try this coffee with our freshly baked cake, we have small slices here.</i> And if they like it, offer to sell it to them. • Inform how the additional product will increase the usefulness and value of the main product. • Create demand, educate the customer about the use and value of additional products. For example, <i>I suggest purchasing a case along with your new phone.</i> • Allow customers to try out an additional product with the main product.
What do I need to do to make it work?	<ol style="list-style-type: none"> 1. See that the customer has chosen a product or help them choose one. 2. Create demand for an additional product. 3. Submit an attractive offer for the purchase of additional goods. 4. Offer up to 3 additional products.
What are the potential threats and what should be done?	<ul style="list-style-type: none"> • Inappropriate additional product – offer another product. • The customer does not see the value – present it through the benefits to the customer • Pressure the customer – offer no more than 3 additional items.

Selling cheaper goods (known as down sell)	
What is it?	This is a method where the customer is offered a cheaper product than the one they were considering buying, but they are inclined not to buy it because of its price or characteristics (e.g., the product is too large to fit in their hand luggage). A cheaper product may also be offered in order to sell more. For example, <i>instead of the desired perfume, a smaller quantity of the same fragrance or deodorant, etc. is offered.</i>

How to prepare?	<ul style="list-style-type: none"> • Review the product range and assess whether there are cheaper alternatives. • It is good to know how the cheaper product differs from the one you have chosen.
When to apply? (appropriate situation)	Such an offer should reach the customer not when they first become interested in your products, but when they decide not to buy them due to high prices or unsuitable product characteristics.
What to sell? (resource)	A cheaper product, but it is important to emphasize that its value will not be significantly lower than the value of the product under consideration.
What helps sell a more expensive product?	<ul style="list-style-type: none"> • Promotions and special offers for cheaper goods. • Arguments showing that even a cheaper product will satisfy the customer's needs. For example, <i>if the customer is unsure about the price of a pizza, offer to buy a slightly smaller pizza at a lower price.</i> • Emphasize that the product is simpler, but not inferior or cheaper. • Compare both options and highlight the benefits that the customer is looking for. For example, <i>if the selected book does not fit in the luggage, you can offer the same book in a smaller format.</i> • Testing cheaper products.
What do I need to do to make it work?	<ol style="list-style-type: none"> 1. Recognize the moment when the customer hesitates about the price or features of the product. 2. If you hear doubts about the price or features, offer another (cheaper, more convenient, etc.) option. 3. Justify the proposed product. 4. Praise the customer's decision to buy and respect their decision not to buy.
What are the potential threats and what should be done?	<ul style="list-style-type: none"> • The customer decides not to buy the product – respect their choice. • The customer decides to spend more than planned – apply a more expensive sales model. • The customer believes that a cheaper product is of poorer quality – offer another product, no more than twice.

2.11. Customer service using self-service machines for trading

If self-service machines are used for commercial purposes at the airport, they shall meet the following quality requirements:

- The self-service machine is operational. If it is not operational, a sign indicating the malfunction is posted.
- The assortment on the shelves is filled to at least 50%.

- The cleanliness and orderliness of the device is ensured – clean display cases, surfaces, all parts are functional, complete set, the body is neat, not broken, goods are neatly arranged.
- Sufficient information is provided – prices, names, and numbers of goods are indicated, as well as which coins or banknotes are accepted, instructions for use, whether card payments are accepted, and whether change is given.
- The information provided is of high quality – accurate, in Lithuanian and English, with markings that are not faded or peeling.
- Relevant information in case of malfunction – customer service telephone number, other information, e.g., self-service machine number.
- The specified customer service number is operational. When you call, a consultant answers; if there is no answer, another action is initiated – a callback, SMS, answering machine, etc.
- When receiving a call, customer service representatives must comply with customer service requirements.

2.12. Customer service using the airport taxi service

When serving customers at taxi service locations, I adhere to the following provisions:

- When I notice a customer, I greet them, nod my head, or smile.
- I communicate with customers in Lithuanian, English, or another language, depending on which language the customer uses to address me and which language I am able to communicate in.
- I politely answer customer questions and provide accurate information.
- When we agree on the trip, I ask the customer about their baggage – whether there will be any items they would like to leave in the trunk of the car. Once I have clarified this, I load the customer's belongings myself.
- If the customer needs a child car seat during the trip, I suggest that those waiting sit down and wait inside the car until I bring the seat.
- When music is playing in the car, I ask the customer if it is too loud. If the customer asks me to turn it down, I ask if they would like me to turn it off completely.
- When I arrive at the agreed location and settle the bill with the customer, I always provide a receipt and exact change, because if the customer is satisfied with the service, they will decide for themselves whether to leave a tip and how much to give.
- After settling the bill with the customer, I try to be the first to get out of the car and open the car door for them, and I place the items taken out of the trunk firmly and safely.
- As I say goodbye, I wish the customer a pleasant stay/day/evening.

Prohibited: apply higher rates than those approved by the airport, round up the change and not give it to the Customer, not give a travel receipt, not to collect the customer's baggage, not to comply with the general rules of CSS, to listen to loud music, not to comply with traffic rules, to operate a dirty car and its interior, to smoke in the car.

2.13. Customer survey

I communicate with customers politely, maintain a positive or neutral tone, use the formal “*you*,” the words “*please*” and “*thank you*,” and give customers the opportunity to choose a questionnaire from

at least the languages offered (e.g., Lithuanian, English, Russian). I hand over the tablet, explain how to use it, and which questions are mandatory. If the survey is conducted using paper questionnaires, I offer the customer a writing instrument and a stable surface to write on, as well as the questionnaire. When collecting completed questionnaires, I check whether the customer has answered all the questions and politely ask them to clarify if any mandatory questions have been left unanswered. I communicate with customers in Lithuanian, but if necessary, I can explain in English. If I do not know the language, I ask my colleagues for help if possible.

I am not pushy, i.e. I simply thank customers who refuse to fill out the questionnaire and wish them a good day/flight.

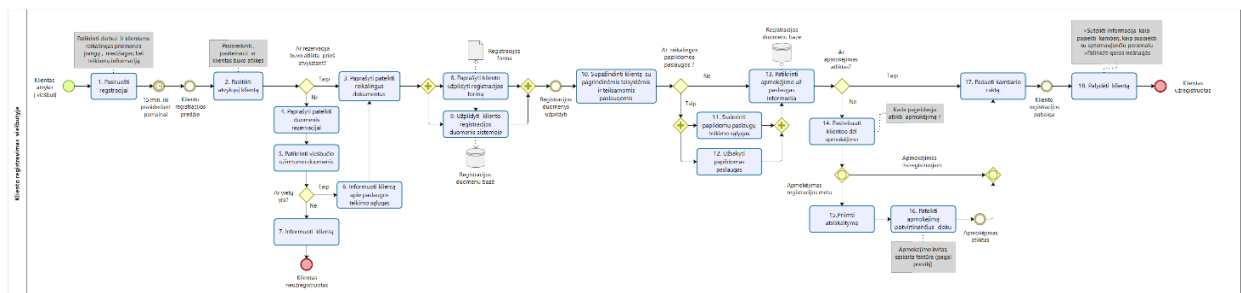
Prohibited: use Lithuanian airport logos if the survey is not conducted at airports, use a mobile phone when communicating with the customer during the survey, chew gum, falsify survey data by filling in the customer's answers if the customer has not answered all the questions in the questionnaire.

2.14. Customer service in a hotel

Customers at the hotel are served by both the hotel staff and partner employees. Depending on the specifics of the work and the functions performed, I follow either the processes described in this section or the requirements described in other sections, such as “Customer service at points of sale and service provision.”

2.14.1. Customer check-in at the hotel

Process diagram



Detailed description of the process

1. Preparing for check-in.

Before starting work, I check whether I have all the necessary tools to serve the customer at the workplace – registration forms, pens, customer materials (local information materials, etc.), umbrellas, etc. The tools are ready for smooth service – printers are filled, shoe cleaning and self-service vending machines are working, information screens are functioning, the storage area is tidy, and the rest of the registration room is in order. I check the reservations in the system.

2. Greeting the arriving customer.

I greet the arriving customer and say “*Good afternoon*” or “*Welcome.*” I ask the customer if he/she has made a reservation. If the customer has booked a room in advance, I ask him/her to provide the documents required for check-in, such as an identity document. If the customer has not made a reservation in advance, I ask how long they plan to stay, what type of room they would like (single, double, etc.), how many customers are planning to stay, and other information relevant to the reservation. Once I have received the information, I check room availability in the hotel system and

inform the customer of the options. If there are no vacancies, I inform the customer and provide information about nearby accommodation facilities. If I find a room (or rooms) that meets the customer's needs, I inform them about the terms of service—price, deposit, etc. I ask whether the customer wishes to book the services. If so, I carry out the further procedures; if not, I say goodbye. I ask the customer whether they have any special requests, e.g., a cot for a small child, transport, and provide information about the terms and conditions for providing them.

3. Filling out the customer registration form.

While I am entering the data into the system, I ask the customer to fill out the registration form, “*Please fill out the registration form,*” and tell them to feel free to ask if they have any questions while filling out the form. The customer submits the documents and fills out the registration form.

4. Identification of additional needs.

I ask if there are any additional questions. I clarify the details and explain how to fill out the form.

5. I familiarize the customer with the main rules of the hotel and additional services.

I thank the customer for filling out the form. I inform the customer about the main hotel rules—smoking, check-out time, etc.—and provide basic information—breakfast time and location, restaurant hours, etc. I inform the customer about additional hotel services – mini bar, massages, other services – and indicate where the customer can find all the necessary information about them and make a reservation by calling the reception desk (I also provide the phone number).

6. Finding out whether the customer needs additional services.

I ask whether the customer needs any additional services. If the customer requests them, I provide information about the additional services, agree on the terms of their provision, and order them.

7. Payment for services.

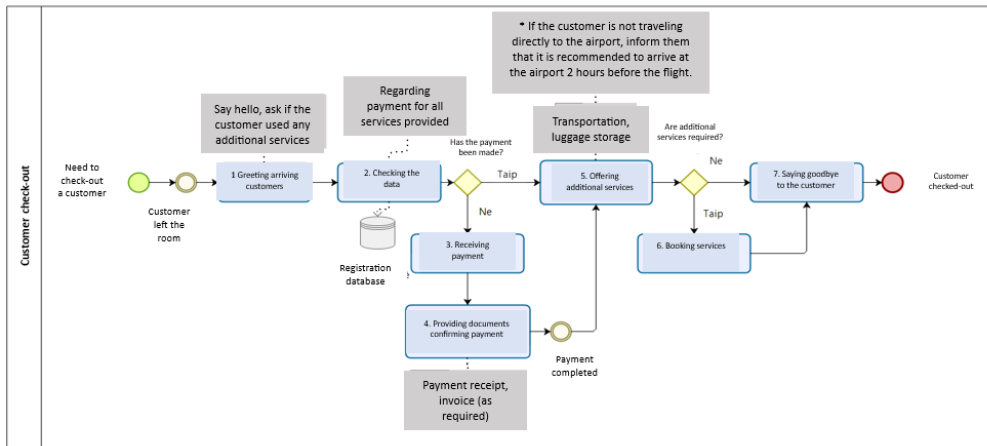
I check whether payment for the services has already been made. If not, I ask the customer when and how they would like to pay for the services. If the customer wishes to pay at the time of registration, I ask whether an invoice is required. Depending on the payment method chosen by the customer, I prepare the documents, accept the payment, and provide the payment documents, e.g., an invoice.

8. Handing over the room key.

I give the customer the room key and tell them how to get to the room—which floor, where the stairs are, where the elevator is, and which side of the building the room is on. I also inform them that if they have any questions, they can contact the reception desk 24 hours a day in person or by phone, the number of which can be found in the room/on the key. I wish them a pleasant stay and a good rest.

2.14.2. Customer check-out

Process diagram



Detailed description of the process

1. Greeting arriving customers.

I notice a customer coming in and greet them, e.g., “*Good morning/afternoon/evening.*”

2. Checking the data.

I ask the customer if they used any additional services, such as the mini bar. If so, I ask them to pay for the additional services provided. If not, I check whether the customer has already paid for the services. If so, I say goodbye to the customer. If not, I ask how they will pay for the services provided and whether they need an invoice. Depending on the payment method chosen by the customer, I prepare the documents, accept the payment, and provide the payment documents and, if requested by the customer, an invoice.

3. Providing the service.

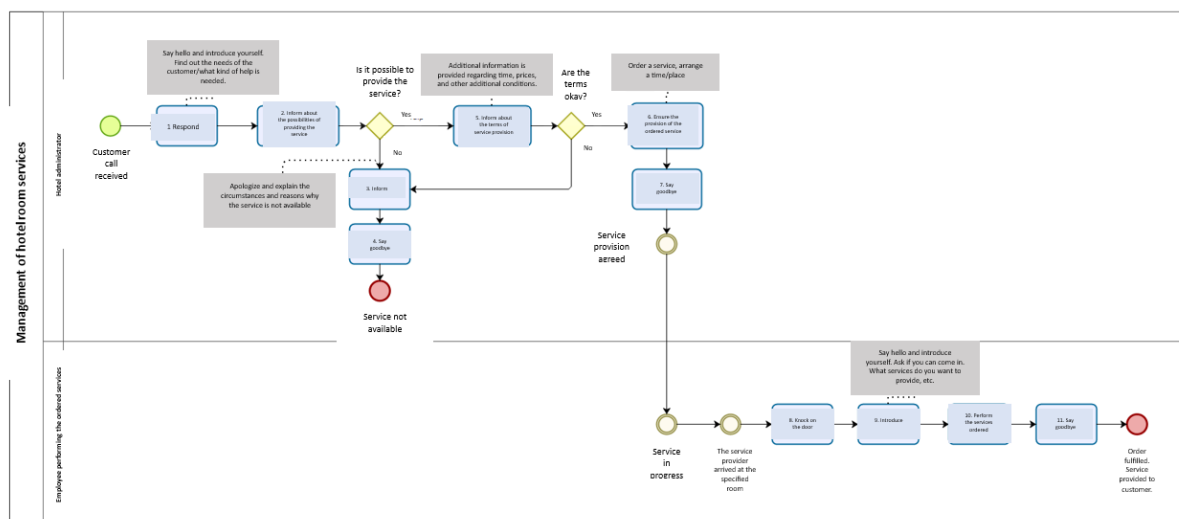
I ask the customer if they require any additional services, such as transportation, luggage storage, etc. If the customer is not traveling directly to the airport, I inform them that it is recommended to arrive at the airport 2 hours before the flight. I order any additional services requested by the customer.

4. Saying goodbye to the customer.

I say goodbye to the customer and wish them a good rest/time.

2.14.3. Room service

Process diagram



Detailed description of the process

1. Responding and clarifying the need

I respond by introducing myself. I ask how I can help and clarify the customer's needs.

2. Informing about the provision/non-provision of a service/goods

I inform the customer whether their needs can be met. If not, I provide information about recommended service/goods providers. If so, I provide information about the service, e.g., when the maid will arrive, the prices and terms of additional services, etc. I agree on the terms and quantities of services.

3. Saying goodbye and ensuring that the ordered service/goods are provided to the customer

I ask if the customer has any additional questions. I say goodbye and order the agreed service/product.

4. Providing the service

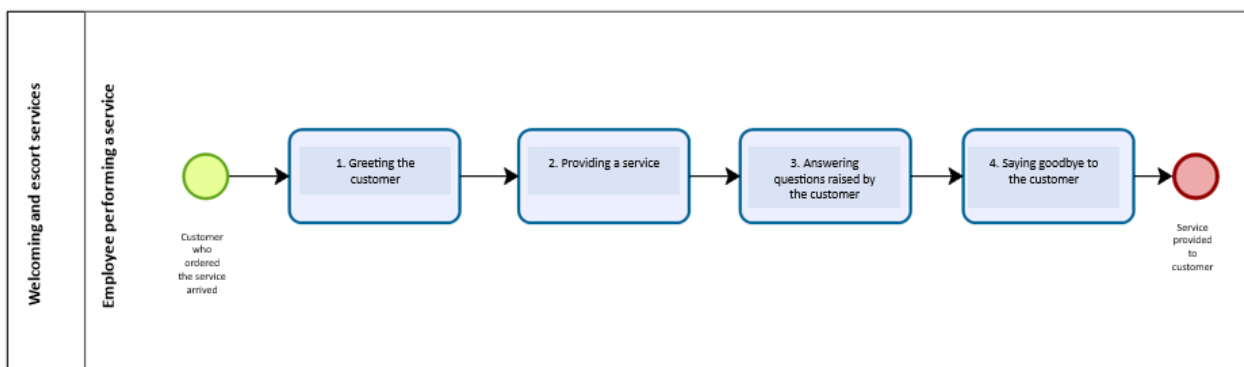
I knock on the door, say hello, introduce myself, and ask if I can come into the room: “*Good afternoon, room service, may I come in?*” With the customer's permission, I enter and perform the requested services.

5. Saying goodbye

I say goodbye to the customer and wish them a good rest/time.

2.15. Customer escort service

Process diagram



Detailed description of the process

1. Greeting the customer.

I greet the customer at the agreed location, nod and say “*Welcome,*” and introduce myself. I identify the customer who will be receiving the service and, if necessary, ask for personal documents, order documents, etc.

2. Providing a service.

I provide information about what service will be provided to the customer and how. If there are several steps involved in providing the service, I inform the customer about each of them, briefly describing them and clearly indicating if the customer needs to take any specific actions. Throughout the entire process, I treat the customer and their belongings with respect and am attentive to their needs, e.g., I offer families a stroller.

3. Answering questions raised by the customer.

When providing the service, I answer any questions the customer may have. If I don't know the answer, I try to find out, and if I can't, I let the customer know where they can get the answer or how long it will take to get it.

4. Saying goodbye to the customer.

I ask the customer if they have any additional questions, whether everything is clear, and say goodbye, wishing them a pleasant journey/stay.

2.16. Customer service during emergencies

When serving customers at the terminal, the following extreme situations are possible: explosion hazard, fire, dangerous infectious disease, other incidents and accidents.

- **Preparation.** I prepare myself and my work environment – I attend fire and civil protection training, familiarise myself with the rules for passengers using the terminal, evacuation plans, assembly points, check that all emergency signage is in place and in good condition, analyze what airport information I can obtain by phone/email, and plan my actions upon receiving a specific notification, e.g., what to do with the cash register, personal belongings, how I will inform customers in the room, record the number of customers in the room, etc.
- **Customer service during emergencies.** An emergency situation may occur during work or continue for a longer period of time, and work continues during an emergency situation. Depending on when the emergency situation occurred, I will act in accordance with the guidelines below:

If an emergency occurs during working hours:	If the emergency situation continues during working hours:
<p>I follow the information provided by Lithuanian airports. I take care of myself and help the customers around me – I calm them down and emphasize that the situation is known and under control. I act in accordance with Annex 3 of the Passenger Terminal User Rules. I also provide the customer with information on how to behave – I show them the emergency exits and indicate the assembly points, if any, direct the customer to the rooms designated for them, and indicate what the employees managing the situation look like (e.g., wearing vests). I encourage customers to take only the most necessary items with them, not to leave items in the passageway, and not to stand or obstruct other customers. If there are customers with disabilities, I assist them by providing information and accompanying them to the meeting places. When leaving my workplace, I check to see if there are any customers left behind.</p>	<p>I inform customers about the rules applicable during an emergency and ask them to comply with those rules, e.g., maintaining distance from other customers, seating rules (not sitting at marked tables), disinfection, etc. If necessary, I inform them about the method or conditions of providing services/goods during an emergency situation, e.g., food is for takeaway only, and I ask customers to wait if it is determined that only a limited number of customers can be in the premises. I answer questions from customers related to emergency situations. If I do not know the answer to a customer's question, I refer them to the appropriate persons. When serving customers, I also refer to information provided by Lithuanian airports.</p>

Recommended: to have personal protective equipment at the workplace, such as masks, respirators, gloves, and to know the locations of emergency exits and defibrillators. If you have any questions or suggestions regarding emergency situations, please contact us by email at emergency@ltou.lt.

Prohibited: ignoring signals sent by the airport, failing to comply with established rules. Sharing information about extreme situations in the media and on social media.

3. ANNEXES

Annex 1. Guidelines for the service of passengers with special needs

Passengers with special needs are a group of passengers who require special care and attention. Therefore, we strive to ensure that the services provided at Lithuanian airports meet the expectations of passengers with special needs and provide them with a safe, comfortable, and dignified travel experience.

To ensure respectful and appropriate service, it is important to adhere to the following principles of communication:

- Before offering help, I ask whether help is needed and how it should be provided. Just because a person has needs does not mean that they need help. In an adapted environment, such a person can often manage on their own.
- I am cautious when it comes to physical contact. For some individuals with special needs, holding their hands helps them maintain their balance. By taking their hand, I may disrupt their balance.
- I communicate in the usual way. People with special needs want to be treated like other members of society, so when I speak, I address the person directly, not the people accompanying them, and I use simple language, not jargon.
- I don't make assumptions. People can decide for themselves what they can and cannot do. I don't decide for them.
- I act respectfully. I show people the respect that I would like to receive myself.
- I am patient and attentive, and I strive to understand people's problems and needs
- I pay more attention and spend more time with passengers wearing sunflower badges, as they have invisible disabilities, so I speak slowly and in short sentences, ask if the passenger has understood, give them enough time to respond, and do not engage in discussions or arguments.

Adherence to these principles is important throughout the entire passenger journey – from arrival at the airport to boarding the aircraft – so I always follow them when serving passengers and point out any inappropriate behaviour to my colleagues if I notice it.

In order to ensure even greater attention to passengers, it is important to pay attention to the following aspects:

- **At the terminal entrance** – when I notice a passenger with special needs, I ask if they are aware of the special assistance service provided free of charge at Lithuanian airports and explain how to use it.
- **At the information centre and in the check-in hall** – when I notice a passenger with special needs, I ask them if they are aware of the special assistance service provided free of charge at Lithuanian airports and explain how to use it.
- **At check-in** – when I notice that I will be serving a passenger in a special wheelchair, I stand up and approach the passenger myself to communicate directly.
- **During security checks:**
 - ✓ If the passenger so desires, I check them separately from other persons.
 - ✓ I don't impose my help or decide what method is most acceptable to the passenger; I simply ask what is the most convenient way to check it and listen carefully to their needs.
 - ✓ I always explain to passengers what procedures I follow.
 - ✓ I ask whether the passenger has any special devices/equipment so that I do not damage them during the inspection.
 - ✓ I explain the upcoming procedures to visually impaired passengers before they pick up a white cane or guide dog.
 - ✓ I ask the passenger sitting in the wheelchair if they can stand up. If the passenger can stand up and remain standing independently, I check them while they are standing. If the passenger cannot stand up, I check them while they are sitting in the wheelchair.

- ✓ Passengers using wheelchairs with footrests are allowed to leave their feet in a comfortable position during the security check.
 - ✓ I check passengers with prostheses or orthopaedic braces together with them.
 - ✓ I hand the checked personal belongings to the passenger in such a way that they are easy for them to reach.
 - ✓ Before taking a passenger's cane, walking frame, or crutches for inspection, I make sure that the person can stand independently. If the passenger cannot stand independently, I always offer them a seat.
 - ✓ I check passengers wearing hearing aids together with them; I do not ask them to remove them.
 - ✓ If you have to additionally check the hand luggage of a visually impaired person, carefully put the items back as they were. It is important that the visually impaired person's belongings are left exactly as you found them after the check.
 - ✓ If a passenger has difficulty taking off their shoes, I am happy to help.
- **In commercial areas:**
 - ✓ I know that visually impaired passengers have their own system for recognizing money. For example, different denominations can be folded differently: some lengthwise, others crosswise, and so on. If a person does not say how much money they are giving you when paying, I say: “*You are giving me 20 euros.*” When paying or exchanging money, I count it in the person's hands: this makes it much easier for them. I count the change slowly and clearly so that the person can mark (or fold) the money according to their own system.
 - ✓ If a passenger with visual impairment wants to sit down, I accompany them. I inform them where the seat is. For example, “*The seat is in front of you.*” When I help a person sit down, I take their hand and place it on the armrest or backrest of the seat. I bring the passenger their meal.
 - **Boarding** – before boarding, I inform passengers with special needs that if they require assistance, they should approach the boarding gate.